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Chairman

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Clerk

## **Columbia County Board of Supervisors**

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**Ronald L. Knott**  
Deputy Chairman

**James J. Guzzi**  
Deputy Chairman

February 23, 2021

To the Residents of Columbia County:

The Columbia County Police Reform Collaborative was formed with the goals of improving and reforming policing, building on efforts already underway throughout the county, and meeting the requirements of Executive Order No. 203 issued by Governor Andrew Cuomo. The collaborative was formed by my office to include a steering committee with two co-chairs who assisted with the organizing, collection and dissemination of information. Panels were assembled that consisted of members of the community, leaders of non-profits, law enforcement, elected leaders, government officials, and mental health and substance use practitioners. These individuals were placed into three groups: the Community Input Panel, Elected Officials/Law Enforcement Panel and the Plan Review Committee. Enlisting the assistance of a professional facilitator, all groups were tasked with creating a plan based on their work and the public's input, which was collected from the series of panel discussions and comments received from the public via email. A website was established by our office to keep the panelists and public informed as the process developed.

The strength of our plan has come from the willingness of the community to come together and dedicate themselves to finding solutions. We are fortunate to have a strong foundation of agencies, such as the county Mental Health Department and Twin Counties Recovery Services, who are willing to support the Sheriff's Office efforts, for example, with a new "Referral Program" that has been established during this reform process to assist in helping those in crisis and may require support from mental health or substance use servicing agencies.

Throughout this process we have both worked to find ways to advance reforms with support as quickly as possible -- as such, with the interest of transparency and safety in mind, the Columbia County Sheriff's Office (CCSO) purchased Body Worn Cameras in December of 2020. The long term goal for this is that every law enforcement agency in Columbia County will have their officers equipped with these cameras. The CCSO is already accredited by the New York State Law Enforcement Accreditation Program and, thus, have updated and developed policies that will make it easier for implementation.

Our Sheriff's Office already works in conjunction with local partnering police agencies: towns of Greenport Police and Stockport Police and the Village of Philmont Police to provide a variety of trainings -- including Procedural Justice and Implicit Bias awareness training --for members of law enforcement. Plans to increase and improve these trainings are underway and the efficacy of these trainings has also become a top priority.

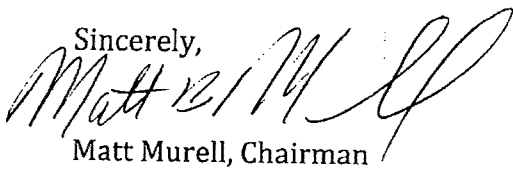
Highlights from the plan include examples of strategies, tactics, ideas and solutions to answer questions by the public as well as meet goals set forth by the state.

Other highlights of our plan include:

- The purchase of Body Worn Cameras to equip all Deputies at the Sheriff's Office with the long term goal of supplying all law enforcement in Columbia County with them;
- The formation of a Reform Plan Implementation Committee, a subcommittee of the Public Safety Committee, to assist with implementation of our strategies and goals set forth in this plan;
- A complaint process that will be revised and established to ensure transparency of complaints by the community about law enforcement. A Citizen Review Panel will be created to assist in this process;
- Increased training opportunities of law enforcement to address implicit bias, racial and economic disparity, cultural awareness and language barriers;
- Increased social engagement of law enforcement with community groups, especially in our black, brown and minority communities, to bridge the cultural gap that exists;
- Increased efforts to address issues of racial and gender diversity in recruitment and hiring within our law enforcement agencies;
- And updates to policies and procedures of each of our law enforcement agencies in our county to address the issues of racial justice and equality.

This effort is noble and worthy and there is still much work to do. We hope that as we all move forward we continue to keep the meaning and purpose of reform in our hearts and minds. We can and will better our community by working together.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Murell", written in a cursive style.

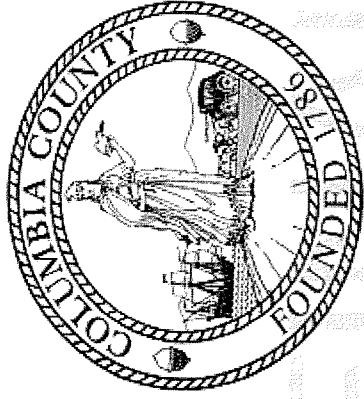
Matt Murell, Chairman

Columbia County Board of Supervisors

# Columbia County Police Reform and Reinvention Collaborative Plan

## Columbia County Board of Supervisors

*Matt Murell, Chairman of the Board*



*In collaboration with Towns of Greenport, Stockport and  
Village of Philmont Police Departments*

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## **I. INTRODUCTION & OVERVIEW**

In June of 2020, Governor Andrew Cuomo issued Executive Order 203, which directs “Each local government entity which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law must perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of black people, people of color, and poor people.

The Columbia County Police Reform Panel was formed in October of 2020 to conform to New York State Executive Order No. 203. This plan was developed after a comprehensive review of local police force deployments, strategies, policies, procedures and practices through consultation with community stakeholders. This transparent and collaborative process has included a diverse population of individuals: Columbia County residents, including minorities, people of color, black people, law professionals, elected officials, mental health and substance use professionals and local law enforcement. A website was created to include a schedule of meetings, links to our online meetings that can be viewed anytime, transcripts of previous meetings and a Q & A page with our email for the public to submit questions and comments. All information submitted was taken into consideration when crafting this plan.

As with the rest of the state and nation, we acknowledge in Columbia County the data that shows that black people and people of color are arrested at higher rates than their percentage in the population. Although the explanations for the disparity may be complicated, it is clear that we must do everything in our power to address the disparity. It is with that goal that we set forth the following strategies and procedures. The County, the Columbia County Sheriff's Office (CCSO) and partnering local police departments acknowledge that this important work does not end with the submission of this document but rather must be an ongoing effort to continuously improve relations between the County, CCSO, other county police departments and the communities these departments serve.

This process has been invaluable and enlightening and we are grateful to everyone involved for their time and dedication to creating this plan. While many of the goals established here may not be reached immediately or even in the short term future, we will strive long-term to achieve the desired outcomes for these goals.

The County of Columbia, the Columbia County Sheriff's Office, the partnering local police departments, the Columbia

County Police Reform Committee, the stakeholders in the community, and the public have all worked collectively together to identify and submit the following findings and recommendations to the Columbia County Board of Supervisors.

### **A. Columbia County Government**

The Columbia County Board of Supervisors consists of 18 Town Supervisors and five (5) Hudson City Supervisors.

Chairman: Matt Murell

Deputy Chair: Ronald Knott

Deputy Chair: James Guzzi

### **B. Columbia County Sheriff's Office Profile**

#### **Law Enforcement Agency: Columbia County Sheriff's Office (CCSO)**

Sheriff: David Bartlett

Undersheriff: John Davi

There are five (5) Divisions within the CCSO Office: Law Enforcement, Corrections, Civil, Security Services Division, and Emergency Management.

#### **CCSO Mission Statement**

*While respecting the rights of all, the Columbia County Sheriff's Office will work continuously to provide full service of modern, professional and community oriented public safety to those who visit, work and reside in our county. The Law Enforcement, Corrections and Civil duties of the Office will be carried out emphasizing the highest standards of honesty, integrity, civility and cooperation.*

#### **History of the Office of the Sheriff**

The Office of the Sheriff is the oldest office under the system of common law in the United States and is an integral part of government in the State of New York. The position of Sheriff in Columbia County dates back to at least 1772 when Phillip J. Livingston was appointed to the position. In 1822, Samuel E. Hudson was the first Sheriff to be elected to serve a term of three years. Since then, the Sheriff has been an elected official with the current term being for four years.

As the oldest constitutional law enforcement officer of the county, the Sheriff is charged with maintaining the peace in all municipalities, villages, and townships within his/her jurisdiction, as well as the care and custody of persons pending court

action. The Sheriff's Office is unique in that it is one agency which provides five public safety functions: law enforcement, corrections, security services, emergency management and civil enforcement. In addition to police services, the Sheriff maintains a 135 bed county jail located at the Public Safety Facility and provides security for Local, County and Supreme courts and other county buildings such as the County Clerk's Office and Social Services.

### **Partnering Law Enforcement Agencies**

**Town of Greenport Police Department:** Chief Kevin Marchetto

**Town of Stockport Police Department:** Chief Eric Buchinsky

**Village of Philmont Police Department:** Officer in Charge, Vernon Doyle

### **C. CCSO Agency Demographics**

The Columbia County Sheriff's Office **Law Enforcement Division** consists of 101 personnel, 14 of which are females (13.86%) and six (6) are minorities (5.94%). There are 59 Full Time Deputy Sheriffs, Investigators and Administrators; six (6) Full Time Communications Personnel and three (3) Part Time; 24 Part Time Deputy Sheriffs and Special Patrol Deputies; and nine (9) Front Office/Central Garage Staff.

In the **Corrections Division** there are a total of 66 Personnel; 24 of which are female (22.44%) and five (5) are minority (8.16%). There are 49 Full Time Correction Officers and five (5) Part-Time, and 12 Kitchen & Medical Staff/Inmate Services.

The **Town of Greenport Police Department** has a total of 17 employees, 11 are males, six are females, two (2) of the 17 employees are minority.

The **Town of Stockport Police Department** has a total of eight (8) Part Time Officers: four (6) males, one (2) female and no minorities.

The **Village of Philmont Police Department** has a total of 11 officers, nine (9) are male, two (2) are female, two employees are minority.

## **A. Municipality Demographics**

Columbia County is located in the Hudson Valley of New York State between the Hudson River and the Massachusetts and Connecticut state lines. It is approximately 125 miles north of New York City, 30 miles south of Albany and 100 miles west of Boston, MA. In addition to approximately 60,000 residents residing over 644 square miles of land area, Columbia County has roughly 30 miles of Hudson River waterfront along its west border.

Columbia County, as of 2019, had a reported population of 60,371 according to the US Census Bureau. Largely rural, the county has a total area of 644 square miles and comprises one city, 18 towns, four (4) villages, and 16 hamlets. Both The New York State Police and the City of Hudson have full time police departments. Two of the villages and two towns have part time police departments. The Columbia County Sheriff's Office, which employs full and part time staff, is the local police agency for the remaining areas. They also provide assistance to the full and part time police agencies. The 2019 Census data indicates that Columbia County is 86.3% White, 4.5% Black or African American, 1.8% Asian, 4.8% Hispanic or Latino and 2.6% other races.

FINAL

## **II. REFORM & REINVENTION COLLABORATION PROCESS**

### **A. Opt-in Agency Partners–Village of Philmont, Town of Stockport, and Town of Greenport** (referred to herein as “local partnering police departments.”)

The Columbia County Sheriff's Office works in collaboration with the Village of Philmont and Towns of Stockport and Greenport in Columbia County. Several Sheriff's Office Deputies also work with these local police departments on a part-time basis. Training by CCSO is also shared with these county departments.



## **B. Community Partners & Stakeholders**

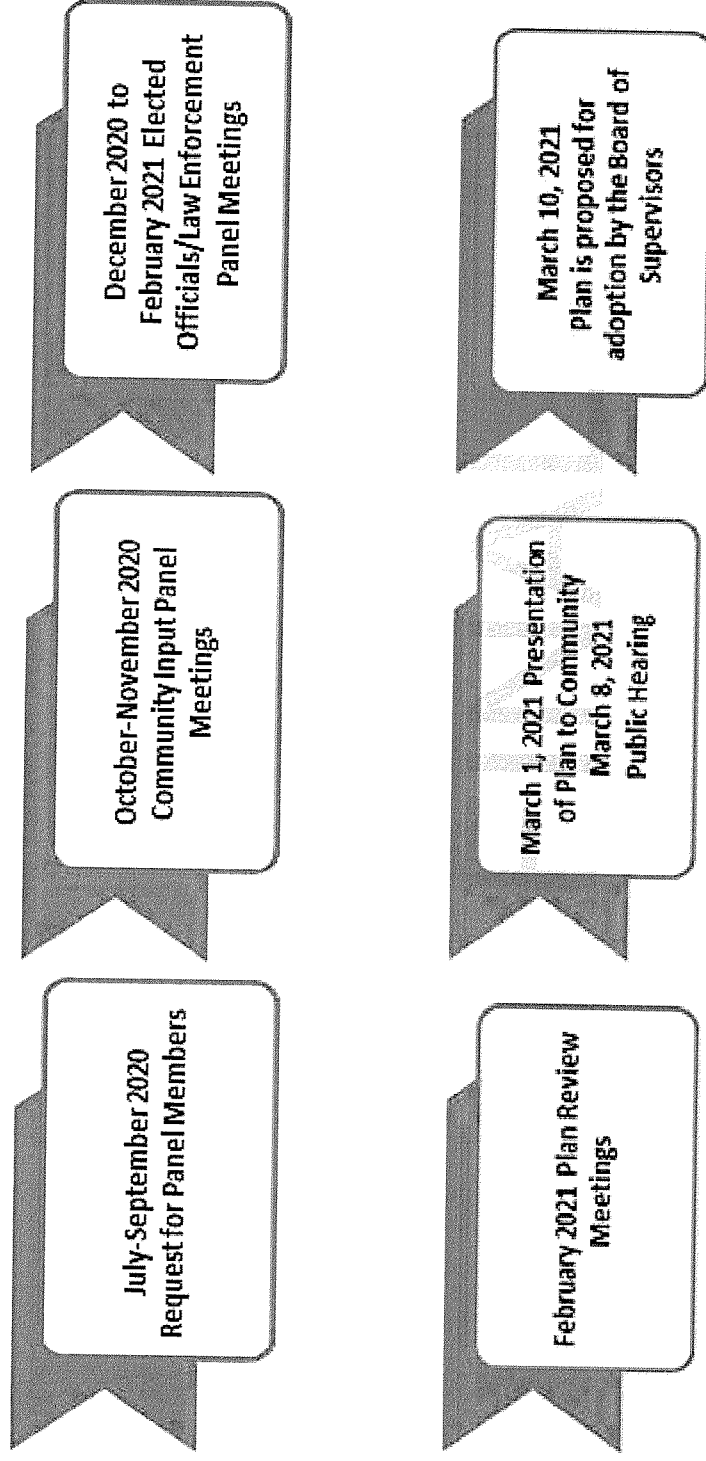
### **Community Partners include:**

Columbia County Board of Supervisors	Columbia County District Attorney
Columbia County Sheriff's Office	Columbia County Public Defender
Columbia County Mental Health	Columbia County Probation
Twin County Recovery Services	Emergency Management & 911
Town of Greenport Police	Columbia Health Care Consortium
Town of Stockport Police	Mental Health Association
Village of Philmont Police	Philmont Police Reform Workgroup
Greener Pathways	

## **C. Team Leadership-Organizing Committee**

Matt Murell, Chairman, Columbia County Board of Supervisors  
David Bartlett, Columbia County Sheriff  
Michael Benvenuto, Supervisor, Town of Ghent, Co-Chair Police Reform Committee  
William Hughes, Hudson City Resident, Co-Chair Police Reform Committee  
Newell Eaton, Facilitator, Integrative Leadership Practices  
John Davi, Undersheriff, CCSO  
Louis Bray, Captain, CCSO  
John Rivero, Lieutenant, CCSO  
Shari Franks, Clerk

### D. Timeline & Process Implementation



### III. PUBLIC PARTICIPATION & FEEDBACK PROCESS

Three panels were established to address the issue of Police Reform in Columbia County: Community Input Panel, Elected Officials/Law Enforcement Panel, and the Plan Review Committee. All panels met using the Google Meets platform and were able to participate and voice their comments. The public was able to view the meetings live stream via the Columbia County YouTube channel and submit questions and comments via email before, during, and after the sessions.

**A. Community Input Panel** - The Community Input Panel consisted of a diverse group of 32 (including two youth members) Columbia County residents representing the various towns and villages in the county. Requests to serve on the panel were solicited via press releases in the local papers, social media and word of mouth. More than 60 residents sent in letters of interest and resumes. This panel met three times to make comments, share experiences and offer suggestions of how to address Police Reform in Columbia County. Two Powerpoint presentations by the Sheriff's Office were made available to the panels and also posted to the website. These provided much information to panelists regarding programs and policies the CCSO has in place. [See Appendix Ap-1]

<p><b>Session 1 Panelists</b>            Jessica Coutsonikas, Stockport            Reggie Crowley, Copake            Dan Jablanski, Hudson            Moriah Sears, New Lebanon            William Hughes, Hudson            Rev. Kim Singletary, Hudson            Patricia Fecher, Claverack            Richard Tracy, Greenport            Trevor Slowinski, Hudson            Joe Mormando, Claverack</p>	<p><b>Session 2 Panelists</b>            Dave Hall, Ancram            Eddie Allen, Chatham            Terry Sullivan, Copake            Catherine Barufaldi, Ghent            Michael Regan, N.Chatham            Joan Hunt, Greenport            Ed Simonsen, Kinderhook            Laurie Starks-Johnson, Chatham            Joel Dyslin, Austerlitz</p>	<p><b>Session 3 Panelists</b>            Jarin Ahmed, Hudson            Frank van Etten, Ancram            Phyllis Carito, Kinderhook            Tismark Bohan, Kinderhook            Phyllis Granat, Hillsdale            William Vick, Stuyvesant            Marvin Raidman, Canaan            Bob LaPorta, Claverack            Megan Rhinehart, Philmont            Malcolm Nance, Stockport</p>
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**B. Elected Officials/Law Enforcement Panel** - This panel met six times to review input from the Community Input Panel and the community at large. They were asked to share their own knowledge and expertise regarding their own and their agency's experiences with local police departments.

Matt Murell, Supervisor, Town of Stockport, Chairman of the Board  
Michael Benvenuto, Supervisor, Town of Ghent, Co-Chair Police Reform Panel  
Robert Lagonia, Supervisor, Town of Austerlitz  
Kippy Weigelt, Supervisor, Town of Claverack  
Jeanne Mettler, Supervisor, Town of Copake  
Robert Beaury, Supervisor, Town of Germantown  
Abdus Miah, Supervisor, Hudson 2nd Ward  
Sarah Sterling, Supervisor, Hudson 1st Ward  
Tistya Houghtling, Supervisor, Town of New Lebanon  
Sheriff David P. Bartlett, Columbia County Sheriff  
John Davi, Undersheriff, Columbia Sheriff's Office  
Louis Bray, Captain, Columbia County Sheriff's Office  
John Rivero, Lieutenant, Columbia County Sheriff's Office  
David Harrison, Director, Columbia County Emergency Management  
Reggie Crowley, Director, STOP-DWI  
Kamal Johnson, Mayor, City of Hudson  
Shane Zoni, Columbia County Public Defender  
Ryan Carty, Columbia County District Attorney's Office  
Vincent Doto, Director, Columbia County Probation  
William Hughes, Co-Chair, Police Reform Committee  
Eric Buchinsky, Chief, Town of Stockport Police  
Kevin Marchetto, Chief, Town of Greenport Police  
Vernon Doyle, Officer in Charge, Village of Philmont Police  
Beth Schuster, Executive Director, Twin County Recovery Services  
Dan Almasi, LCSW-R, Director, Columbia County Mental Health

**C. Plan Review Committee** - The Plan Review Committee was composed of members of each of the prior panels and included community members, law enforcement, county service providers and members of the Columbia County Board of Supervisors. They met one time and then shared suggestions to changes via email.

William Hughes, Community Member, Co-Chair Police Reform Panel  
Michael Benvenuto, Supervisor, Town of Ghent, Co-Chair Police Reform Panel  
Matt Murell, Supervisor, Town of Stockport, Chairman of the Board  
Sarah Sterling, Supervisor, Hudson 1st Ward  
Tistya Houghtling, Supervisor, New Lebanon  
Sheriff David P. Bartlett, Columbia County Sheriff  
Vincent Doto, Director, Columbia County Probation  
David Harrison, Director, Emergency Management  
Shane Zoni, Columbia County Public Defender  
Malcolm Nance, Community Member  
Rev. Kim L. Singletary, Community Member  
Bob LaPorta, Community Member  
Joan Hunt, Community Member  
Joel Dyslin, Community Member  
Richard Tracy, Community Member  
Vernon Doyle, Officer in Charge, Village of Philmont Police  
Kevin Marchetto, Chief, Town of Greenport Police  
Eric Buchinsky, Chief, Town of Stockport Police

## D. Panel Sessions Schedule

All information regarding meetings and information including policies and procedures of participating law enforcement agencies was posted to the Columbia County Police Reform [website](#). All panels were facilitated by Newell Eaton of Integrated Leadership Practices. Mr. Eaton has over 40 years of experience providing meeting facilitation for community, business and government projects.

10/20/20	<u>Community Input Panel Meeting 6 PM</u>
11/5/20	<u>Community Input Panel Meeting 6 PM</u>
11/13/20	<u>Community Input Panel Meeting 6 PM</u>
12/2/20	<u>Elected Officials/Law Enforcement Panel Meeting 6 PM</u>
12/3/20	<u>Elected Officials/Law Enforcement Panel Meeting 6 PM</u>
12/16/20	<u>Elected Officials/Law Enforcement Panel Meeting 6 PM</u> (Main Room & Breakout Room #1)
12/17/20	<u>Elected Officials/Law Enforcement Panel Meeting (Breakout Room #2)</u> <u>Elected Officials/Law Enforcement Panel Meeting 6 PM</u> (Main Room & Breakout Room #1)
1/19/21	<u>Elected Officials/Law Enforcement Panel Meeting (Breakout Room #2)</u>
2/3/21	<u>Elected Officials/Law Enforcement Panel Meeting 6 PM</u>
2/11/21	<u>Elected Officials/Law Enforcement Panel Meeting 6 PM</u>
3/1/21	<u>Plan Review Committee Meeting 6:30 PM</u>
3/8/21	Plan presented to the Public
3/10/21	<u>Public Hearing</u> Proposed Adoption of Plan

## IV. PANELISTS AND COMMUNITY DISCUSSION TOPICS AND AGENCY PROTOCOLS OUTLINED

Many of the panelists and members of the community overall feel Columbia County is generally well-served by the CCSO and other local police agencies. The realization also exists that our local law enforcement's primary job is to "serve and protect." But many panelists and community members also feel there is room for improvement. Discussions that took place in many of the sessions were centered on the community's ability to trust police and the community's desire to increase this trust with law enforcement, not just in this county, but across the country. With regard to transparency, requests for a Citizen's Review Panel, detailed and clear statistical data, and the need for body cameras were a priority. Also, an updated Use of Force policy, and improved training regarding community policing, racial bias, cultural awareness, substance use and mental health were at the top of the list for desired outcomes of this process. The Sheriff's Office has provided a list of processes and answers to many of the questions that have been asked.

**A. Overtime**— Panelists questioned the amount of overtime at the CCSO and was it necessary. The Sheriff's Office provided the following explanation:

**CAUSES of OVERTIME** There are many causes for overtime, some being from low staffing levels, but a majority comes from voluntary, reimbursed overtime. The County of Columbia encompasses roughly 644 square miles, and has a population of 63,096 (as of 2010 census.) This large area is patrolled 24 hours a day, seven (7) days a week, and 365 days a year by our road patrol.

The road patrol consists of three (3) shifts: an "A-Line" (11:00pm-7:00am), "B-Line" (7:00am-3:00pm), and "C-Line" (3:00pm – 11:00pm). The current collective bargaining agreement requires certain minimum manpower staffing levels for each of these three (3) shifts. When a shift falls below minimum staffing, overtime is required to fill the vacancy. Some common reasons for this to occur are:

- Training – when someone is taken off of the schedule for training, it can "short the shift", requiring overtime.
- Leave – when someone takes a day off for sick, vacation, or personal time, it can "short the shift", requiring overtime.

## **1. CONTRACTS**

The Sheriff's Office has "contracts" that require the party asking for police services to fully reimburse the Sheriff's Office for overtime that is paid for members who voluntarily staff the detail. These contracts include:

- Enhanced Enforcement Patrols: Municipalities regularly contract with CCISO to have deputies patrol exclusively in their Town or Village to offer "enhanced" police coverage – often to deal with vehicle and traffic complaints and quality of life issues in the municipality.
- Town / Village Court Security: Municipalities utilize Deputies to provide security on court night.
- Private contracts for events such as "movie productions", large private events, etc. These events often utilize Deputies to provide security and traffic control at the event.

## **2. GRANTS**

The Sheriff's Office receives grant funding from a number of sources that provides for the overtime pay for Deputies to voluntarily work additional patrols or details for specific law enforcement purposes. These grants include:

- Police Traffic Services (PTS): Funding to target aggressive driver's cell phone use, texting and seatbelt enforcement.
- STOP DWI: Funding to target Intoxicated and Impaired drivers—primarily during New York State specified "crackdown periods."
- Marine Patrol: Funding for Deputies to patrol the navigable waters within the County.

## **3. OTHER OVERTIME**

- Calls for Police Services also create a substantial amount of overtime. Deputies are routinely held over on calls, such as accidents or arrests, and major incidents usually require additional members to respond and assist or investigate.
- Overtime is simply unavoidable – hiring additional staff may not reduce the expenditure, since extra staff includes the yearly salary and fringe benefits to go along with that salary.
- The Deputies volunteer for a majority of this overtime, and mandating people to work is rare.



- Some Deputies volunteer for more overtime than others, which creates the wide disparity in annual salaries, and the overtime is always filled, whether by a Deputy who takes a lot, or by a Deputy who takes very little.

**B. Training\*** - In 2019, members of the CCSO completed in excess of 7,000 hours of training. Year to date in 2020, members have completed in excess of 4,700 hours of training.

**Annual In-Service Training** is mandatory for every member. This consists of a variety of topics, including:

- Firearms
- Use of Force
- Legal Updates
- Workplace Violence / Bullying
- Sexual Harassment
- Other OSHA required training

**Additional Training** - Other training that we have made mandatory for every member:

- Anti Bias Policing (Part I and Part II)
- De-escalation and Communication (Part I and Part II)
- Ethics in the Workplace / Ethical Decision Making
- Law Enforcement Ethics
- Mental Health Overview – Awareness and Response for L.E.
- Uncovering Implicit Bias
- Workplace Bullying and Violence Prevention

(\*For a complete list of CCSO training, see **Appendix Ap-2**)

CCSO has in-house instructors for **Principled Policing** (formerly known as Procedural Justice) to instruct members. This is now mandatory in the police academy, and all police officers receive this training. Members receive additional training from various sources, including many webinars and interactive training videos throughout the year.

- Panelists expressed concerns that training provided is insufficient in length of time and scope. That deputies receive diversity training is not indicative of its sufficiency, especially when it accounts for a small percentage of training hours. The hours for Diversity Awareness, Cultural Sensitivity, Implicit Bias and Racial Equity training should be increased for new hires as well as in training for the duration of an officer's career.

**Strategy:** *The Sheriff's Office will look into additional training opportunities in all areas to address these concerns. (Additional training objectives are listed in Section V, Part B Reform #PJCP-1 & 2 and also in Section VI, Long Term Goals)*

- Panelists also expressed concerns regarding arrests of parents and the handling of situations when children are involved. Panelist Joan Hunt provided a suggested training for law enforcement called "Safeguarding Children of Arrested Parents," sponsored by the Bureau of Justice Assistance (BJA) and the International Association of Chiefs of Police. "*Fortunately, law enforcement is developing a greater understanding of the overall impact of violence and parental incarceration on children. Efforts to keep families connected, even if a parent is incarcerated, are part of the overall movement championed by many correctional systems.*"<sup>1</sup> [See Appendix Ap-3]

**Strategy:** *The Sheriff's Office is currently researching this opportunity and agrees this training would be beneficial to officers and staff.*

### **C. CCSO Policies** - The Columbia County Sheriff's Office, Local partnering Police Agencies and the Columbia County Board of Supervisors are committed to ending bias and have policies in place against this.

- CCSO Members are expressly prohibited from engaging in racial profiling or bias based policing activities. Members making routine or spontaneous law enforcement decisions, such as investigatory stops, traffic stops and arrests, may not use race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status, or lawful source of income, except that officers may rely on the listed characteristics in a specific suspect description.
- The CCSO is opposed to bias of all types within it's department and has policies with regard to racial profiling, implicit bias, sexual harassment, and discrimination of any type. Anti-Harassment and Discrimination and Workplace Violence training is completed twice a year for CCSO staff.

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<sup>1</sup> Safeguarding Children of Arrested Parents, BJA and IACP

- The Columbia County's Anti-Harassment and Discrimination Policy was updated in 2019 (See Appendix Ap-4). Training is completed annually for all County employees.

The following CCSO policies are included here {Appendix Ap-5}

- Racial Profiling
- Discrimination and Sexual Harassment
- Use of Force
- Immigration Enforcement

**Access to Data** - During panel discussions there were many requests for access to data specific to Columbia County and arrests made of black people, people of color and other minority groups. There was a consensus that the issue of specific data should be made more available although the current database system used by the Sheriff's Office doesn't allow for this. The Sheriff's Office doesn't have the budget to allow for a more sophisticated system at this time but agreed to research this further. (See charts are included below)

**Strategy:** *The Sheriff's Office and local partnering police agencies will look to collaborate with the Columbia County MIS Department and identify ways of developing more specific data that can be released to the public on a regular basis.*

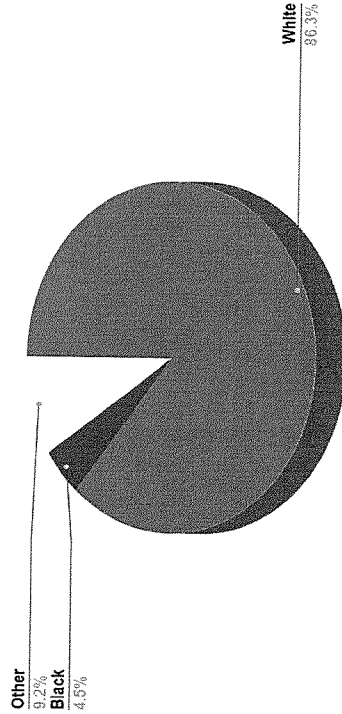
**\*SPECIFIC ONLY to CCSO arrests and does not include other county police department data from January 01, 1998 - present.  
This is reflective of every arrest by the CC Sheriff's Office.**

	<b>Males</b>	<b>Females</b>	<b>Total Combined</b>
<b>White</b>	10,481 (79.5%)	4,378 (80.6%)	14,859 (79.8%)
<b>Black</b>	1,959 (14.9%)	648 (11.9%)	2,607 (14.0%)
<b>Other/Not Reported</b>	750 (5.6%)	403 (7.4%)	1,153 (6.2%)
<b>Totals</b>	13,190	5,429	18,619

**FINANCE**

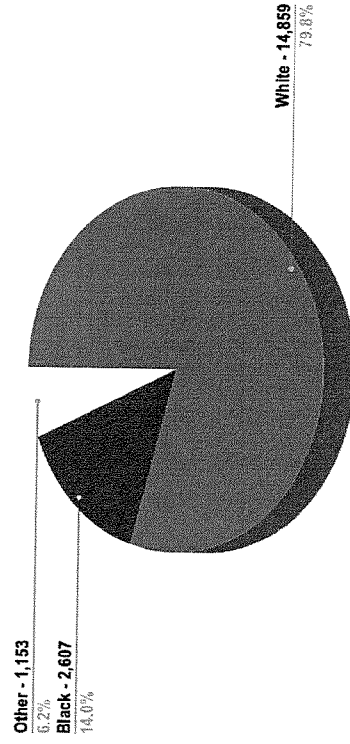
**Columbia County Population by Race**

2019 US Census Data



**CCSO Arrests by Race**

CCSO arrests only (1998-2020)



These charts are reflective of ALL arrests made in Columbia County, including those made by the Hudson City Police Department, and the New York State Police, and they do not include violations or low level offenses (such as marijuana possession, harassment, or driving with a suspended license.)

**Adult Arrest Data Source Notes**

The attached arrest data is derived from the Division of Criminal Justice Services (DCJS) Computerized Criminal History (CCH) system. CCH contains arrests for offenses where fingerprints are required to be taken (Criminal Procedure Law 160.10). Arrest information is reported by police agencies via fingerprint transaction and is electronically transmitted to DCJS by the state Office of Court Administration. Arrests shown involve individuals who were 18 or older when the crime was committed.

Demographic characteristics including sex, race/ethnicity and age are recorded by police at the time of arrest as part of the fingerprint transaction. For race/ethnicity, five categories are used: White, Black, Hispanic, Asian, and Other. All arrestees of Hispanic ethnicity, regardless of race, are included in the Hispanic category. The White, Black, Asian, and Other categories include only persons of non-Hispanic origin. Arrests by age categories are based on the arrested individual's age at the time the crime was committed.

Arrests are displayed by the county/region where the arrest took place. If a police agency arrests an individual outside of the county where the agency is located, that arrest is included in the statistics for the county where the arrest occurred.

Arrest charges are categorized by the most serious charge reported at the time of arrest. For example, if an individual was charged with a felony and a misdemeanor in connection with the same crime, that arrest is counted once and categorized as a felony. Arrests in these tables are shown using the following categories:

- Felony: Offense for which a sentence to a term of imprisonment in excess of one year may be imposed (NYS Penal Law Article 10.05).
- Misdemeanor: Offense for which a sentence of imprisonment between 15 days and one year may be imposed (NYS Penal Law Article 10.04). Traffic infractions are not included.
- Drug: Offenses detailed in Penal Law Articles 220 (controlled substances) and 221 (marijuana).
- Violent Felony: Offenses detailed in Penal Law Article 70.02 and the Class A felonies of murder, arson, kidnapping, and predatory sexual assault.
- Driving While Intoxicated (DWI): Offenses include all charges listed under Vehicle and Traffic Law Section 1192.
- Property: Offenses include all misdemeanor charges listed under Penal Law Articles 140 (larceny and related offenses), 145 (criminal mischief and related offenses), 150 (possession), and 165 (other offenses related to theft).
- Other: All offenses in state law not specified above that require fingerprints to be taken upon arrest.

NYS Division of Criminal Justice Services

Columbia County Adult Arrests by Sex: 2019

	Total Arrests	Male	Female	Not Reported
Felony Total	1,259	837	391	31
Misdemeanor Total	340	273	63	4
Drug	85	70	15	0
Violent	64	55	9	0
DWI	34	25	9	0
Other	157	125	30	2
Miscellaneous Total	329	233	96	0
Drug	208	145	61	0
DWI	140	98	42	0
Property	244	186	55	3

Columbia County Adult Arrests by Race/Ethnicity: 2019

	Total Arrests	White	Black	Hispanic	Asian	Others Unknown
Felony Total	1,259	837	300	90	12	20
Misdemeanor Total	340	273	31	2	4	4
Drug	85	70	3	0	1	1
Violent	64	55	6	0	0	0
DWI	34	28	6	0	0	0
Other	157	85	55	15	0	2
Miscellaneous Total	329	233	96	0	0	0
Drug	208	145	61	0	0	0
DWI	140	101	31	0	0	0
Property	244	155	75	6	2	0

Columbia County Adult Arrests by Age at Crime: 2019

	Total Arrests	18-20	21-24	25-29	30-34	35-39	40-44	45-49	50-54	55+
Felony Total	1,259	99	175	242	180	189	118	97	63	107
Misdemeanor Total	340	26	45	60	50	66	33	21	26	28
Drug	85	7	9	13	10	16	9	6	6	8
Violent	64	0	13	9	7	14	4	3	4	5
DWI	34	0	13	9	7	14	4	3	4	5
Other	157	14	19	26	30	16	12	2	5	7
Miscellaneous Total	329	23	130	192	110	114	16	11	10	15
Drug	208	38	59	83	44	41	30	11	11	12
DWI	140	8	26	38	23	19	17	18	21	24
Property	244	14	22	25	19	14	17	11	8	8
Other	244	17	18	24	18	35	24	30	23	17

Source: DCJS, Computerized Criminal History system (as of 07/17/2020).

## 2019 Adult Arrests and Sentences by Race/Ethnicity

Race/Ethnicity	Columbia County			
	Population (18+)		Arrests	
	#	% of Total	#	% of Total
White	43,968	89%	837	66%
Black	2,338	5%	300	24%
Hispanic	2,001	4%	90	7%
Asian	977	2%	12	1%
Other-Unknown	91	<1%	20	2%
<b>Total</b>	<b>49,375</b>	<b>100%</b>	<b>1,259</b>	<b>100%</b>
			<b>Felony Arrests</b>	<b>Prison Sentences</b>
			<b>#</b>	<b>% of Total</b>
			186	25
			117	34%
			31	7%
			2	1%
			4	1%
			<b>340</b>	<b>100%</b>
			<b>44</b>	<b>100%</b>

**E. Accreditation** -The Columbia County Sheriff's Office has been an "Accredited Agency" in New York State since 2007. Accreditation requires our agency to continuously review our policies and procedures to ensure that we are compliant with all laws, mandates, and directives.

The Columbia County Sheriff's Office is an accredited agency in four (4) of our five (5) divisions:

- Law Enforcement
- Corrections
- Civil
- Security Services Division

NYS has developed an accreditation program for Emergency Management and CCISO will now work toward obtaining this accreditation. (See Section V, Part B Reform Item "Agency Standards")

Currently, only 160 law enforcement agencies out of 514 (31%) in New York State are accredited. Accreditation is a progressive and contemporary way of helping police agencies evaluate and improve their overall performance. It provides formal recognition that an organization meets or exceeds general expectations of quality in the field. Accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective. The New York State program became operational in 1989 and encompasses four principle goals:

1. To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the extent possible;
2. To promote increased cooperation and coordination among law enforcement agencies and other agencies of the criminal justice services;
3. To ensure the appropriate training of law enforcement personnel; and
4. To promote public confidence in law enforcement agencies.

The Accreditation Program is a set of standards developed to further enhance the capabilities of an agency, and is divided into three categories. Standards in the Administrative section have provisions for such topics as agency organization, fiscal management, personnel practices, and records management. Training standards encompass basic and in-service instruction, as well as training for supervisors and specialized or technical assignments. Operations standards deal with such critical and litigious topics as high-speed pursuits, roadblocks, patrol, and unusual occurrences. The program is made

up of 110 different standards, as outlined in this Standards and Compliance Verification Manual. Of the 110 total standards, there are 51 Administration, 12 Training, and 47 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 impact the ways in which agencies conduct the bulk of their crime fighting responsibilities. Major topics include patrol, traffic, criminal investigations, and unusual occurrences.

**F. CCSO's Relationship to the Community** - There are several programs the Sheriff's Office hosts and participates in, for the benefit of Columbia County residents. They work with the community and community service providers on a regular basis. [CCSO Programs See Appendix Ap-6]

**G. Diversity in Hiring** - The Columbia County Sheriff's Office is an Equal Opportunity Employer committed to recruiting qualified candidates of diverse backgrounds. To become a full time member of the CCSO, prospective candidates must complete a number of steps: Candidates must take a civil service examination as required by New York State Civil Service. To be considered for employment, the candidate must pass the examination, and rank in the top three (3) on the competitive list, out of all candidates. The Sheriff has no control over this list.

- Candidates must successfully complete a comprehensive background investigation. This includes, but is not limited to, fingerprints, criminal history check, reference checks, credit checks, psychological examination, and a polygraph examination. Background investigators also look at the moral character of the prospective candidate, and verify their honesty during the application and interview phases.
- Candidates must also complete, and successfully graduate from a rigorous police academy.

**Strategy:** *The CCSO recognizes the lack of diversity within law enforcement in Columbia County and is committed to addressing this issue by placing a focus on recruiting, training and retaining black people, people of color and*

women in various positions of the CCSO and local law enforcement agencies, thereby maintaining an inclusive organizational culture. (See section V, Part B, Reform #HRR-1 and also is included in section VI Long Term Goals)

**H. Mental Health Training** - Every member of the Sheriff's Office has received some level of Mental Health Training in order to identify those individuals in crisis.

All members completed the training: "Mental Health Overview: Awareness and Response for Law Enforcement." The Sheriff's Office also has two (2) certified instructors to teach Mental Health training to all police officers. In addition to their initial certification as instructors, they also receive required Mental Health Instructor Update Training. The Sheriff's Office works with the Mental Health Association of Columbia and Greene Counties, and their Mobile Crisis Assessment Team. Deputies frequently receive and provide assistance to M-CAT, and work to make sure that individuals in crisis receive the appropriate mental health treatment. The CCSO also works closely with our partners at Columbia County Mental Health, and Greener Pathways. Carl Quinn, the Program Director of Greener Pathways, conducted a training session with every law enforcement member this past fall, and provided them with information about vital services provided to the community. Deputies also received mandatory training in de-escalation mental health emergencies.

The corrections facility also works with various providers to make sure that incarcerated individuals receive appropriate mental health care while confined to the Columbia County Jail.

**I. Search Warrants/Threat Assessments** - Several members of the community questioned the need for No-knock Warrants and how they are conducted. There were concerns raised regarding children being in the home when a warrant was executed and the traumatic impact they have especially when children are present. The CCSO explained their processes.

- a. Nature of Incident:** The type of response to every incident varies. The nature of the incident will dictate when a SWAT team would be necessary. The nature of the incident also dictates the level of involvement of the SWAT team.
- b. Threat assessments:** Before any search warrant is executed, there is a threat assessment. This assessment takes into consideration the nature of the incident, the suspects involved, and their history. Other factors considered are if there are any weapons, or access to weapons, prior contacts with any parties, if there are children present, and are there any bystanders or hostages present.



**Militarization:** In the United States, the 1033 Program transfers excess military equipment to civilian law enforcement agencies. The program legally requires the Department of Defense to make various items of equipment available to local law enforcement. The Columbia County Sheriff's Office has not accepted any excess military equipment through this program. The Sheriff's Office does not utilize any military equipment in the normal course of business.

**J. Complaints About Law Enforcement** - Although uncommon, the typical personnel type complaints that CCSO receives are:

- Someone unhappy with receiving a ticket or being arrested
- Complaints / Unhappy about the outcome of an incident
- Complaints about a deputy being rude

To minimize and to investigate any complaints, the Sheriff's Office has invested over \$100,000.00 to equip every marked patrol car with a video recording system. This system records audio and video of the Deputies interacting with the public, and also records audio and video in the patrol car. As of December, 2020, the CCSO has invested in **Body Worn Cameras** to equip their officers. The use of this audio and video has been invaluable as a tool to investigate and determine the validity of any complaints made against CCSO personnel.

**Strategy:** A *new complaint process* will be available as a short term goal for the Columbia County and is outlined in Section V, Part B, Reform #CR-1.

## **K. Cultural Sensitivity**

- The Sheriff's Office works closely with faith based organizations. Deputies also routinely assist and interact with members of different cultures. Deputies have assisted and interacted with members of the Islamic Community in Hudson, and provided additional security at the Islamic Center from time to time. Deputies also assist and interact with the Jewish Community, and also assist them, and provide security during their Holy period, at the synagogue, and other places of worship.
- At the invitation of African American Pastors, Ministers and Lay Leaders, Sheriff's deputies engaged in conversations and trainings regarding Active Shooter situations and Crisis Readiness and Disaster Preparedness, opening the door

to working collaboratively with African American Pastors, Ministers and Lay Leaders to increase awareness and understanding of issues with policing in minority communities and build more trust.

- During COVID, Deputies reached out to local farms in order to reach the migrant workforce in Columbia County, and provided a Spanish speaking Deputy to meet with the migrant workers virtually and provide them with valuable information about the pandemic. The Emergency Management Division of the Sheriff's Office has a network of religious leaders from all faith based organizations to assist with critical events and emergencies, and they have been included in our emergency response plans. To better serve and effectively communicate with all county residents regardless of language and English proficiency, all Sheriff's Office employees utilize "Language Line". This service provides translation so that language barriers are not an issue when handling any calls for service that come into the Sheriff's Office.

**Strategy:** *The CCSO and Local Police Agencies will continue to work in collaboration with minority and faith based organization leaders and look at ways of increasing these opportunities.*

#### **L. Immigration Enforcement Policy** - Several panelists brought their concerns of CCSO's involvement with

Immigration and Customs Enforcement (ICE) and requested that the CCSO adopt a policy stating they would not cooperate with ICE.

- The Columbia County Sheriff's Office does not conduct immigration enforcement and will not report individuals to ICE for non-criminal offenses.

**Strategy:** *The CCSO has recently developed an Immigration Enforcement Policy {See Appendix Ap-4}*

## V. COLUMBIA COUNTY REFORM PLAN

The reform plan in accordance with community feedback and the executive order requirements, consist of five primary themes: NYS Mandated Changes, Procedural Justice & Community Policing, Transparency and Accountability, Community Relations, Operational Policy & Procedures.

**A. New York State Mandates:** The reform items found in this section are derived directly from the Executive Order No. 203.

NYS Mandated Changes	Reform Item	Description	County Action	Status
NYS Mandate-1	NYSM – 1. Civil Penalties for Filing False Reports on Member of a Protected Class	Establishes civil penalties for falsely Summoning a Police Officer when there is no reason to believe a crime, offense or threat has been committed involving a member of a protected class.	No action required	Complete
NYS Mandate-2	NYSM-2 Require Police Officers to Report the Discharge of Weapons	Requires a police officer or peace officer (whether on or off duty) who discharges his or her weapon under circumstances where a person could be struck by a bullet to verbally report the incident within six hours, and file a written report within forty-eight hours.	This has been a long standing CCSO policy. Amended to reflect new legislative requirements 12/31/20.	Complete

NYS Mandated Changes	Reform Item	Description	CCSO Action	Status
NYS Mandate-3	NYSM -3 Require the Reporting of Police Acts or Omissions Resulting in a Person's Death to the Office of Special Investigation	Establishes an Office of Special Investigation within the Office of Attorney General which will have investigative authority and criminal jurisdiction for any incident involving the death of a person caused by an act or omission by a police officer or a peace officer employed as a Correction officer or contracted by an education, public health, social service, parks or housing agency. Where an investigation concludes that the death or matters relating to the death or investigation of the death involved criminal conduct, the Office will be empowered to prosecute any such alleged offenses.	No action required	Complete
NYS Mandate-4	NYSM - 4. Ban Chokeholds	The Eric Garner Anti Choke Hold Act creates the crime of aggravated strangulation (making it a Class C felony) and establishes criminal penalties for a police officer or peace officer who uses a chokehold that causes serious physical injury or death. (Effective June 12, 2020)	Conducted in-service training. This is current CCSO Policy and was updated on 6/18/20.	Current

NYS Mandated Changes	Reform Item	Description	CCSO Action	Status
NYS Mandate-5	NYSM – 5. Require Medical Response for Arrestees	Affirms an individual’s right to medical and mental health attention while under arrest or otherwise in custody of a police officer or peace officer. Failure to provide reasonable and good faith medical assistance could result in a cause of action against the officer, representative and/or entity. (June 15, 2020)	Conducted in-service training. This is current CCSO Policy and was updated on 12/21/20.	Current
NYS Mandate-6	NYSM – 6. Require Policing Statistics to be Reported to the Division of Criminal Justice Services	<p>A. Requires courts to compile and publish data concerning arrests and court proceedings involving low-level offenses such as violations and traffic offenses. Such report will include aggregate and anonymized demographic information such as race, ethnicity and sex.</p> <p>B. This bill requires police departments to submit annual reports on arrest-related deaths to the Department of Criminal Justice Services (DCJS), DCJS reports to the Governor.</p>	<p>A. Courts provide data to the Office of Court Administration and Division of Criminal Justice Services. No action required by CCSO or local police.</p> <p>B. CCSO files monthly reports with DCJS with IBR/UCR reporting, pursuant to DICRA-Death in Custody Reporting Act.</p>	Current

NYS Mandated Changes	Reform Item	Description	CCSO Action	Status
NYS Mandate-7	NYSM-7. Recording Of Law Enforcement Activity	Provides that a person not under arrest or in the custody of a law enforcement official has the right to record police activity and to maintain custody and control of that recording and of any property or instruments used by that person to record such activities. A person in custody or under arrest does not, by that status alone, forfeit such right to record. (Effective July 13, 2020)	This is currently in CCSO Policy.	Completed
NYS Mandate-8	NYSM – 8. Provide the Public Access to Personnel Records of Deputies and Correctional Officers	Repeal of Civil Rights Law 50-a, which had made all personnel records used to evaluate the performance toward continued employment or promotion of police officers, firefighters, paramedics, correction officers or peace officers confidential and not subject to inspection or review without the individual's express written consent or a court order. This legislation also amends the New York State Freedom of Information Law (FOIL), subjecting any record created in furtherance of a law enforcement disciplinary proceeding to disclosure under FOIL. The new FOIL provisions require specific sensitive personal information, including medical history, to be redacted from such records prior to being disclosed. (Effective June 13, 2020)		Pending

### B. Columbia County Sheriff's Office Reforms

Items in this section were identified based on the feedback collected from the listening sessions and identified as reforms and new programs that can be implemented in the short term or are already in place.

Category	Reform Item	Description	CCSO or County Action	Completion Status
Transparency & Accountability	TA-1 Crime Stats & Access to Data including Use of Force Complaints	Monthly reports submitted by the Sheriff's Office are currently provided to DCJS. The Columbia County Board of Supervisors receives an annual report prepared by the Sheriff.	A. Reports will now be made quarterly to the county governing body and the public. B. Local partnering police departments submit monthly data reports to their respective town or village boards.	Current
Transparency & Accountability	TA-2 Public Relations	Presence on social media, CCSO website, the Local Police Department websites, Facebook, Instagram, other social media platforms and community forums.	A. Updated content to be provided more regularly on each of these platforms B. Information will also be shared to the Local partnering police departments websites and other social media platforms and to their respective Towns/Villages.	Current

Category	Reform Item	Description	CCSO or County Action	Completion Status
<p><b>Transparency &amp; Accountability</b></p>	<p>TA-3 Purchase of Body Cameras</p>	<p>A. In 2014, CCSO began to equip marked patrol cars with in-car camera systems for transparency purposes for all stops and arrests. Over the course of several years, all marked units were equipped with them.</p> <p>B. Purchase of Body Worn Cameras was made in December, 2020.</p>	<p>A. The Columbia County Board of Supervisors has entered into a five (5) year contract with Axon for the purchase of body cameras to include software as of 12/2020. Cameras will be available to officers within six months.</p> <p>B. Current plan calls for a comprehensive review of our existing camera policy, and a subcommittee of the Public Safety Committee will work with CCSO on the review, and any necessary revisions to this policy. Specify record retention periods consistent with NYS Records Retention Schedule LGS-1.</p> <p>C. Configuration and setup of software, assignment to all uniformed members and training on use and policies.</p> <p>D. Long term goal is to integrate both body cameras and mobile digital video recorders (dash cam) to one platform.</p>	<p>Current / In-Progress and on schedule</p>
<p><b>Transparency &amp; Accountability</b></p>	<p>TA-4 Reform Plan Implementation Committee</p>	<p>A sub-committee of the Public Safety Committee will be established to oversee implementation of the plan.</p>	<p>The committee will be made up of four to five members including law enforcement to be defined by the Public Safety Committee.</p>	<p>Pending</p>



Category	Reform Item	Description	CCSO or County Action	Completion Status
<p><b>Community Relations</b></p>	<p>CR- 1 Complaints against Law Enforcement</p>	<p>The CC Sheriff has a written policy on personnel complaints. Further development of the process is underway. The local partnering Police Departments will also participate in the new complaint process.</p>	<p>A. The uniform policy is currently under review and revision and will be accessible to the partnering local police departments.  B. Establishment of a Citizen Review Panel to review complaints. Details will need to be worked out as to how this panel would operate.  C. Individuals may call the Sheriff's Office or local police departments to file a complaint or submit a form that can be mailed in, dropped off in person, emailed or done via online submission. Access to forms will be available for residents to obtain at local Town and Village halls and County buildings.  D. All complaints are affirmed under penalty of perjury and anonymous complaints will not be accepted.</p>	<p>Pending</p>
<p><b>Community Relations</b></p>	<p>CR-2 Senior Checks</p>	<p>The CCSO checks on senior citizens daily for those who request this free service. "My Daily Call" is an automatic check-in with any senior who requests it.</p>	<p>CCSO will continue to reach out to senior citizens in the County.</p>	<p>Current</p>

Category	Reform Item	Description	CCSO or County Action	Completion Status
Community Relations	CR-3 Language Interpretation	CCSO uses Language Line to assist with interpretation of non-English speakers. There are some bi-lingual employees already working for CCSO that assist with language barriers.	Columbia County and CCSO commit to searching for additional solutions for language interpretation, which would be in addition to the Language Line	Current
Community Relations	CR-4 Resident Deputy Program	The CCSO Resident Deputy Program has existed since 2002. There are currently four (4) deputies covering four out of five zones in the county	A. CCSO will engage Resident Deputies in more community events. B. Utilize Resident Deputies and School Resource Officers to reach out to the younger population for recruitment purposes.	Current
Community Relations	CR-5 Increased Community Outreach	Work with Black, minority communities and cultural organizations to improve outreach and community relations	Meetings with various Community groups, (ie: "Chat and Chew.")	Pending
Community Relations	CR-6 Community Survey	Create a community survey to measure overall satisfaction of Columbia County law enforcement and people's interaction with them	A. The survey would be conducted annually and anonymously in order for residents to feel safe providing feedback to law enforcement without fear of negative consequences. B. Data would be compiled by the Public Safety Committee of the Board of Supervisors.	Pending

Category	Reform Item	Description	CCSO or County Action	Completion Status
<b>Procedural Justice &amp; Community Policing</b>	PJCP-1 Training: Cultural Sensitivity & Bias Police	All CCSO and partnering local police department members are trained in Anti-bias, Discrimination & Harassment, Ethics, and Law Enforcement Ethics. This will be included with the annual in-service training.	A. Two Deputy Sheriffs have received specialized training and are now Certified Instructors in Principled Policing/Procedural Justice (05/19/17 and 11/19/20.) B. Zone-14 Academy to roll out additional in-house training utilizing the two newly trained instructors.	Current, and continuing
<b>Procedural Justice &amp; Community Policing</b>	PJCP-2 Expand Diversity and Bias Awareness Training	Low Income, Persons with Disabilities, Substance Use Disorders, Minority, and LGBTQ+ communities, as well as training to recognize systemic racism.	Completed Implicit Bias Awareness Training for all CCSO officers.	Current, and continuing
<b>Procedural Justice &amp; Community Policing</b>	PJCP-3 Training: Mental Health and Substance Use	All CCSO and local police department members receive annual mental health training.	Use of Force and Mental Health Policies have been updated using the most recent NY State model policy guidelines for providing Mental Health treatment to those in need.	Current, and continuing

Category	Reform Item	Description	CCSO or County Action	Completion Status
<p><b>Procedural Justice &amp; Community Policing</b></p>	<p>PJCP-4 Collaboration with Mental Health and Substance Use Services Agencies-Referral Program</p>	<p>CCSO in working with the Columbia County Mental Health Department, Twin County Recovery Services, and Greener Pathways has established a <b>“Referral” Program</b> to address issues of those afflicted with mental health and/or substance use issues. An electronic form is available to all officers when answering calls and a subject has been identified to be in need of such services. This process will extend to all county wide police departments.</p>	<p>A. Police officers submit the form to the appropriate provider agency.  B. The provider agencies then conduct outreach to the individual who was referred, and attempts to engage them in services.  C. The provider maintains a spreadsheet to track the referrals, and the outcome.  D. Local service providers will provide training to CCSO staff regarding their services.  E. Short term goal: Referral program to be in place for local partnering police departments by 7/1/2.</p>	<p>1/27/21  Current          7/1/21</p>

Category	Reform Item	Description	CCSO or County Action	Completion Status
<b>Procedural Justice &amp; Community Policing</b>	P/JCP-5 De-escalation of Force and Search Warrants	<p>All CCSO members and local partnering Police Departments are annually trained in De-escalation of Force. Policies to be reviewed and updated.</p> <p>Note: De-escalation of Force-CCSO policy was amended recently to reflect an updated NYS Model Use of Force Policy, which was last updated Sept. 2020. Current CCSO policy reflects these Sept. 2020 changes.</p>	<p>A. Threat assessment is done prior to execution of any warrant. Assessment includes: presence of children, proximity to schools playgrounds, criminal histories of subjects involved, time of day, weapon involvement.</p> <p>B. CCSO does not use military equipment, however does engage their tactical team when necessary.</p> <p>C. No-knock warrants will be limited in use, and only used when authorized or directed by court order, and/or after thorough threat assessment deems the use of a No-knock warrant necessary.</p> <p>D. Several CCSO Instructors will be attending "Effective De-Escalation Training" on March 02, 2021, and will bring back that training to the remaining CCSO members.</p>	<p>Current and continuing</p> <p>3/2/21</p>
<b>Procedural Justice &amp; Community Policing</b>	P/JCP-6 Training: Persons with Disabilities	<p>Currently CCSO and local Police Department members receive training on how to effectively approach individuals with Alzheimer's Disease, Mental Health Issues and Traumatic Brain Injuries. Training is needed for Persons with Disabilities (PWD)</p>	<p>A. Yellow Dot Program is a free program that provides life-saving medical attention during that first "golden hour" after a crash or emergency. A Yellow Dot in the driver's side window alerts first responders that vital medical information is stored in the glove compartment of the vehicle.</p> <p>B. The CCSO will begin training ten (10) deputies in the DAT (Disability Awareness Training) program to implement within the county.</p> <p>C. Three CCSO instructors will be trained in DAT (Disability Awareness Training) and will make that training available to staff members, the Zone 14 Academy, and local police agencies in the county to help first responders.</p>	<p>Feb 25 &amp; Mar 11, 2021</p> <p>March 16-24, 2021</p>

Category	Reform Item	Description	CCSO or County Action	Completion Status
<p><b>Procedural Justice &amp; Community Policing</b></p>	<p>PJCP-7 Agency Standards</p>	<p>CCSO is currently accredited in four (4) Sheriff's Office Divisions: Law Enforcement, Corrections, Civil, and Court Security. Accreditation for the Law Enforcement Division was originally initiated in 2007 and reassessed in 2017.</p>	<p>A. CCSO will continue to review policies and procedures regularly and will continue to meet or exceed all standards to remain accredited.  B. Continue goal to consolidate 911 to CCSO for PSAP Accreditation.  C. Work to obtain accreditation for Emergency Management.</p>	<p>Current, and continuing</p>
<p><b>Hiring, Recruitment, Retention</b></p>	<p>HRR-1 Diversify &amp; Increase Candidate Recruitment Pools</p>	<p>Take proactive steps to increase diversity of the candidate pools so newly hired officers better reflect community demographics. Encourage potential candidates to take advantage of preparatory law enforcement training (non-weapon portions of the police academy curriculum.)</p>	<p>A. Reach out to the community via social media, community events, local non-profit organizations, local Town and Village governments and their websites and social media, and local colleges and schools.  B. Work to sponsor recruits via non-profit agencies as long as candidates meet requirements.  C. Utilize School Resource Officers and the DARE Officer to help with recruitment.  D. Create a diversity recruiting program in partnership with a local non-profit organization and commit to maintaining an inclusive organizational culture.  E. Survey officers to evaluate their opinions about their career, what has drawn them to law enforcement, areas in need of improvement.</p>	<p>Current, and continuing</p>

Category	Reform Item	Description	CCSO or County Action	Completion Status
<b>Operational Policies &amp; Procedures</b>	OPP-1 NYS DCJS Law Enforcement Accreditation (LEAP)		Continue to work to meet and exceed standards set forth.	Current and continuing
<b>Operational Policies &amp; Procedures</b>	OPP-2 Improve Awareness of Mental Health Challenges of Deputies & Officers	Officers who experience traumatic events are referred to the local EAP (Employee Assistance Program) for services.	A. Currently the CCSO utilizes the services of the NY State Police and Albany County EAP to address issues of PTSD, trauma, and other mental health issues. B. Develop EAP procedure within CCSO.	Current, and continuing
<b>Operational Policies &amp; Procedures</b>	OPP-3 Use of Force Policy	Policy whereby personnel of the CCSO and local police departments have guidance and procedures in the use and reporting of the use and presentation of physical force.	A. <u>Use of Force Policy A22</u> was updated using (MPTC Use of Force-Model Policy, Sept 2020). B. The local Police Departments have updated policies prior to year end 2020.	12/31/20

## C. LONG-TERM GOALS

Many of the long term goals associated with this plan are dependent upon additional funding. Should funding become available sooner, long term goals will be implemented. Due to COVID-19 and the impact this pandemic has had on municipal budgets across the country the past year, many county departments have had to manage with cuts to staff and equipment.

### 1. Implementation of local database stats

- a. Types of arrest by race and gender
- b. Complaints about law enforcement, jail staff
- c. Use of force
- d. Sheriff interactions by town, including calls and arrests
- e. Staffing by town, race, and gender

- This would include exploring funding opportunities such as grants, budget allocation and more.
  - Funding is required for more robust records management software, which would allow for more precise data tracking and statistical reporting. Previous vendors have been researched, and costs were as high as \$1.2 million for fully capable software solutions.
  - Explore development of a local database system to include more specific types of data and would be shared with the public and Board of Supervisors on a regular basis.
- ### 2. Public Relations-
- Improve delivery of information about the CCSO.
- Explore options to have a public relations person employed at the county and would be shared among various county departments. This person would handle press releases, and update all social media platforms.
  - Funding would be sought to secure software that will automate or “push” information or social media websites in real time.



### **3. Transparency** - Equip every member of Law Enforcement in Columbia County with Body Worn Cameras.

- Secure additional funding to expand the program to Corrections.
- Secure funding to integrate the body worn cameras with the in-car audio/video recording systems.
- Transition from the current two systems (in-car/body camera) to a single cloud-based storage system to eliminate on site servers and related expenses and maintenance of each.
- Work with local partnering police departments in Columbia County to initiate body camera programs.

### **4. Training** – Secure additional funding to acquire professional training for members beyond the training already provided per accreditation guidelines.

- While training is ongoing throughout the year for law enforcement staff, it is important that we recognize the importance of updated training programs to meet the ever changing needs and challenges of the community. CCSO and the local partnering police agencies will work to implement changes and updates to training. Columbia County and the CCSO are committed to working to discover funding opportunities to offset costs associated with additional training.

### **5. Addressing Mental Health/Substance Use issues of Law Enforcement Staff**

- Currently, the CCSO utilizes EAP (Employee Assistance Program) services from Dutchess County Sheriff's Office and the City of Albany Police Department, and the New York State Police. The Sheriff's office would like to explore a more local establishment of EAP services for mental health strategies for law enforcement staff – to conduct screening, address substance abuse issues, mental health care, address PTSD and other trauma experienced.
- All sworn members of CCSO (Law Enforcement and Corrections Officers) are required to undergo a comprehensive medical, physical, and psychological evaluation and polygraph examination prior to employment,

### **6. Persons with Disabilities or Medical Conditions**

- Explore funding opportunities for professional development for law enforcement staff.

## **7. Mental Health/Substance Use Referral Program**

- Explore opportunities to expand these online referrals beyond mental health and substance use (ie: Department of Social Services, homeless, APS, etc.)
- Explore the possibility of deploying mental health professionals to dispatch or to the field to assess and/or address mental health incidents.

## **8. Accreditation Standards**

- Establish a plan to consolidate E911 to the Columbia County Sheriff's Office for PSAP Accreditation.
- Work to acquire accreditation for Columbia County Emergency Management.

## **9. Hiring Exceptional and Diverse Candidates**

- Create and distribute printed pamphlets with information about working as a Deputy Sheriff, Corrections Officer or Communications Officer, local part-time police officer or 911 Communications Officer, and the benefits associated thereof.
- Deploy DARE Officer and Resident Deputies to attend community and cultural events, visit youth centers, set up in area parks, etc.
- Work to develop a "Career in Law Enforcement Program" in partnership with a local non-profit organization with a focus on diversifying by hiring, training and retaining black people, people of color and women for all positions in law enforcement.

## **10. Community Relations – Community Policing**

- Acquire additional funding to expand the Resident Deputy program to become more focused on individual communities (towns) as opposed to entire "zones."

## **11. Exploration of Tools to Measure Success**

- Training of law enforcement staff and programs delivered to the community should be monitored for impact. While some training can't easily be tied to an evaluation, effective measurements of programs are being researched. Funding resources will be required to assist in this.
- Community surveys can be developed as well to help measure effectiveness of law enforcement programs within the community.

## **VI. APPENDIX**

### **Ap-1. CCSO Powerpoint Presentations:**

- 9-2020 Presentation #1
- 12-2020 Presentation #2

### **Ap-2. Columbia County Sheriff's Office 2020 Trainings Completed**

#### **Ap-3. Safeguarding Children of Arrested Parents**

#### **Ap-4. Columbia County Anti Harassment & Discrimination Policy**

### **Ap-5. Columbia County Sheriff's Office Policies:**

- Racial Profiling O02a
- Sexual Harassment A34
- Use of Force A22
- MPTC Use of Force Model Policy
- Immigration Enforcement O101

### **Ap-6. Columbia County Sheriff's Office Programs**