

Reimagining Policing In Chautauqua County

The Chautauqua County Sheriff's Office serves the law enforcement needs of all the citizens of the County, and strives to do so in a professional manner, respecting the rights of all our citizens without regard to race, color, nationality, creed, gender or sexual orientation. Our policies and procedures are developed and carried out with that goal in mind, and our Deputy Sheriffs are selected, trained and supervised with that same goal in mind.

We use our knowledge, experience and professional judgment, combined with available information, data, analysis and research to develop our Sheriff's Office policing strategies, policies and procedures. Some of the relevant strategies, policies and procedures and related issues are set forth below for community discussion and comment.

1. **Deployment:** Here is how/where our Deputies are currently deployed: Currently we operate with four patrol zones in the county and also have the Village of Silver Creek and Town of Hanover with assigned cars as an enhanced policing agreement with those jurisdiction. The Towns of Ripley and Charlotte also contract for part time enhanced policing with limited patrol coverage in those two towns. The Sheriff's Office does not have any contractual minimum staffing requirement however we strive to have patrol coverage in each of the zones 24 hours a day seven days a week. There are times that that coverage is cut to three zones. The coverage generally consists of one patrol vehicle staffed with one deputy. When staffing allows we will add a fifth zone which is the center of the county and/or a "float car" that will focus either on the north or south end of the county. We currently have a K-9 unit assigned to each shift which is on patrol four days a week and trains one day a week. The K-9 units are also subject to call out when they are off duty. The K-9 unit is used to track lost and missing persons, fugitive searches, as well as locating explosives and narcotics. The Sheriff's Office has a Criminal Investigation Division and a separate Narcotics Investigation Division. Our part time deputies are assigned various duties primarily as Court Security Officers or transport officers, there are a limited number who will patrol the enhanced policing areas. Chautauqua County has approximately 1063 square miles thus when we do have four patrol zones the deputy is responsible to patrol approximately 250 square miles.

224 Sworn Employees:

Corrections – 82 Full Time & 17 part time, all assigned to the jail

Law Enforcement: 76 Full Time & 49 part time

Patrol, Criminal Investigation, Drug Task Force, Court Security, Civil Division

Policing Strategy: Our reason for deploying our resources where and how we do so is primarily based on geographic area which permits for the best response time. An analysis of call volume and types of calls is completed each year to determine if a more appropriate division of patrol zones should be developed. (Policies: 2.4; 2.5)

2. **Use of Force.** Our policy on use of force is in accordance with the Model Policy developed by New York State Department of Criminal Justice Services / Municipal Police Training Council. Our policy follows New York State and United States constitutional and statutory standards and is based on the basic premise of objective reasonableness. The policy the Sheriff's Office follows is in recognition of the value of all human life and dignity without prejudice to anyone. The policy does include a duty to intervene, prohibited uses of force, reporting requirements, procedures for investigating use of force, and training requirements. The training requirements include conflict prevention and resolution, de-escalation techniques and strategies, and interacting with those in emotional crisis. (Policies: 20.1; 20.3; 20.6.1A; 20.6.2; 20.6.3; 20.7; 20.9; 21.1; 21.2; 33.1.1)

3. **Procedural Justice:** Our policies that promote procedural justice are: The members of the Sheriff's Office are expected to know, follow, and practice the values and principles that are outlined in our Mission Statement and core value. We are dedicated to improving the quality of life in our community by protecting lives and property, enforcing the laws of New York State and the United States Constitution, securing offenders and responding to the needs of the people. Our Core Values are Integrity (We will maintain the highest degree of moral and ethical standards by conducting ourselves in a manner beyond reproach in both our professional and personal lives), Fairness (We will be consistent in our treatment of each other and in our service to the community by extending good judgment, objectivity, and impartiality in our actions), Compassion (We will have the courage to be patient, understanding, and sensitive to the needs of the community and each other, treating all with respect and dignity), and Professionalism (We will take pride in providing the highest level of service by being cooperative, well trained, disciplined, and dedicated to continuous improvement). Each year the separate divisions are required to submit their annual goals in consideration of our mission statement and core values. Our Rules of Conduct Policy is in place to assure we are practicing procedural justice.

In 2020 – 2021 we will be modifying our mission statement and core values: **Integrity** (We will discern right from wrong, act for what is right regardless of others opinions,

and to teach others from the act of integrity. We will honor our conscience, challenge our prejudices and seek wise counsel), **Courage** (We will display the mental and moral strength to venture, persevere, and withstand danger, fear, or difficulty.), **Character** (The result of sustained integrity and courage that is practice on and off duty.), **Respect – Unconditional** (The realization of another’s intrinsic value as a human being.). In addition we are adding twelve key qualities that are expected of all staff: Accountable, Collaborative, Educated and Trained, Effective and Preventive, Honest and Model Citizen, Peace Keeper and Protector, Representative, Respectful, Restrained, Servant Leader, and Unbiased.

The Sheriff’s Office has policies in place for corrective action, disciplinary procedures, and investigations of personnel complaints that involve improper and/or illegal actions of its employees. The disciplinary procedures include resolutions from counseling, relief of duty, termination, and possible prosecution of criminal activity. (Policies: 1.1; 1.2; 14.1; 14.4; 14.5; 14.6; 25.1; 25.2; 25.3; 25.4; 25.5; 25.6; 25.8)

4. **Bias:** Our anti-bias policies and implicit bias training are currently governed by Department of Criminal Justice Services and the Municipal Police Training Council and is instructed at the basic police training academy. In 2020 NYS has developed a new training, Principled Policing, a 2 day training that is to be offered at the basic training academy. The Principled Policing Course should be offered to all current agency members as well. The course consists of 12 modules: The Interactive Nature Between Legitimacy, Procedural Justice and Goals in Policing; Police Cynicism; Police Legitimacy, Procedural Justice; Historical and Generational Effects of Policing; Procedural Justice at its Finest; Procedural Justice Revisited; Transparency; Inform the Community; Treatment Matters; Communication Matters, and Why We Do What We Do – Nobility. In addition to this course we are currently working to conduct a county wide initiative to facilitate and administer an innovative approach to community policing and procedural justice that promotes collaboration, increases trust, fosters positive relationships, and decreases tension between law enforcement and the communities of color that they serve and protect.
5. **De-escalation:** Our de-escalation training and practice are covered in our Use Of Force Policy and during training – both when covering Use of Force and Defensive Tactics training. We are anticipating utilizing “The Outward Mindset” training in an effort to assist in de-escalation strategies.
6. **Law Enforcement Assisted Diversion Programs:** We do the following things, in an appropriate case, to divert persons out of the normal criminal justice system in the early stages and into needed services and programs: The Sheriff’s Office will continue

to instruct the Fundamental Crisis Intervention Skills for Law Enforcement and will strive to conduct countywide Crisis Intervention Team Trainings. These trainings assist officers in recognizing those who are in emotional crisis and to know the proper places to make referrals to instead of arresting an individual. Likewise, we are in the beginning stages of working with peer advocates and various treatment providers to assist those who are seeking drug rehabilitation. Lastly, we continue to work with the Office of Mental Hygiene in an effort to bring a more robust Mobile Crisis Response Unit to the County – this unit could be the primary responder to appropriate calls involving someone in an emotional crisis rather than Law Enforcement. Prior to implementation of the Mobile Crisis Response Unit we would need to train all Emergency Dispatchers in methods to “triage” the calls so that the safe and appropriate response is taken. We participate in the OD Mapping Program that has a peer outreach diversion component.

7. **Restorative Justice:** “Restorative Justice” is a response to crime that involves organizing a meeting between an offender and the victim, so they share their experience of what happened, discuss who was harmed and how, and to create a consensus for what the offender can do to repair the harm. Currently The Sheriff’s Office is not involved in a Restorative Justice Initiative. The Chautauqua County Criminal Justice Coordinating Council has begun discussions in how to better implement Restorative Justice in the County (however this has stalled primarily due to COVID Issues).

8. **Community Based Outreach and Conflict Resolution:** The concept of community-based outreach works best in cities and smaller municipalities, where an officer can be regularly assigned to the same neighborhood. With larger geographic jurisdictions, it is more difficult. However, we do foster community-based outreach and non-arrest conflict resolution by encouraging our officers to spend time in the communities they patrol. The Sheriff’s Office continues to conduct DWI presentations and Mock Crashes in an effort to prevent tragedy connected to Driving While Intoxicated. We ask the deputies to make regular stops at community events, local restaurants, schools, sporting events and to engage in dialogue. Furthermore, our deputies should attempt to be engaging the public at times other than when they are taking official police action or responding to calls – a friendly wave is effective. We currently have three School Resource Officers and also sponsor a Police Explorers Group. The Sheriff’s Office is actively involved in Animal Cruelty Investigation, and various educational programs.

9. **Problem Oriented Policing and Hot Spot Policing:** Problem oriented policing and hot spot policing are similar concepts, involving identifying and analyzing specific crime problems and locations and targeting resources toward solving those problems. We employ those concepts, in effect, when we participate in GIVE, STOP DWI Patrols,

Operation Crackdown, and targeted traffic operations. The Southern Tier Regional Drug Task Force focuses on illegal drug enforcement and does assist various users to various treatment programs. We currently have an Investigator assigned to the Human Trafficking Task Force.

10. **Focused Deterrence:** “Focused Deterrence” is a crime reduction strategy which aims to deter crime by increasing the swiftness, severity and certainty of punishment, usually directed at a specific crime problem such as gun violence. Law enforcement can play a role in focused deterrence, but the swiftness, severity and certainty of punishment are primarily determined by actions of the prosecution and the courts. Currently the Sheriff’s Office participates in STOP DWI, GIVE, Seatbelt Checks, Distracted Driver Checks, OD Mapping, Operation Crackdown, and other target patrol operations.

11. **Crime Prevention Through Environmental Design:** Attention to environmental design can help to increase the probability that an offender will be caught. Studies show that increased probability of capture tends to deter the commission of crime. Examples of crime prevention through environmental design would be better lighting in crime-prone areas, conspicuous placement of security cameras with attendant conspicuous signage, elimination of shrubbery where it could serve as a hiding place for an attacker, etc. Environmental design is not usually a function of law enforcement but law enforcement can play a role by identifying possible improvements in the built environment which could help deter criminal activity in the area. The Sheriff’s Office works with various schools, places of worship and other soft targets to conduct safety evaluations and offer suggestions to make the locations safer.

12. **Violence Prevention and Reduction interventions:**

Violence prevention refers to the reduction in the frequency of new cases of violent victimization or perpetration through direct efforts to remove or reduce the underlying

causes and risk factors, such as alcohol abuse, drug abuse, gang activity, illegal weapons possession, domestic conflicts, etc.. Our agency regularly engages proactively with the community, and especially with youth, in order to encourage civic behavior and respect for fellow citizens, and to diminish the various risk factors for violence. However violence prevention can only be achieved fully by uniting police and other public safety professionals with professionals from healthcare, education, welfare, liquor licensing authorities, and other sectors who can take the actions needed to remove or reduce the underlying causes and risk factors.

13. **Model Policies Promulgated by the Municipal Police Training Council:** The State MPTC from time to time develops a model policy on one or another aspect of police operations, which it offers to police agencies for consideration for adoption. Other organizations also develop model policies. Not every model policy is suited to adoption by every agency. Many agencies develop their policies and procedures by studying model policies from many sources, and by studying actual policies being successfully used by other law enforcement agencies around the country. Our Sheriff's Office has adopted the following model policies developed by MPTC, as being well suited to our agency: MPTC Training Academy, Use of Force, Photo Array, Social Media, Interview and Interrogation techniques and recording requirements, CJIS Compliance EJustice, Sexual Harassment Training, and Workplace Violence Training. Corrections policies.

14. **The New York State Law Enforcement Agency Accreditation Standards:** The Law Enforcement Agency Accreditation Council establishes a set of standards with which a law enforcement agency seeking accreditation must comply. Law enforcement accreditation is not mandatory for police agencies in New York State, and not every agency is able to attain accreditation from the Council. Our Sheriff's Office meets all the standards established by the LEAAC, and has been an accredited agency since the early 1990's. The Accreditation standards and compliance are monitored by New York State Division of Criminal Justice Services with regular reviews.