



Pound Ridge Criminal Justice Reform and Reinvention Committee

**Report to Governor Andrew Cuomo
March 2021**



Town of Pound Ridge 179 Westchester Avenue Pound Ridge, NY 10576

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I. Letter from Task Force Co-Chairs

March 2, 2021

Dear Governor Andrew Cuomo, Supervisor Kevin Hansan, Members of the Pound Ridge Town Board, and Pound Ridge residents and community members,

The Town of Pound Ridge prides itself on being a small, close-knit community where neighbors look out for one another and where shopkeepers and police officers know the names of the people who live and work locally. Our police department receives high marks from community wide surveys, and our While our community can sometimes feel insulated from the larger world, we know that we are not immune to harsh realities and that we cannot ignore or stand separate from issues like racial injustice that affect us all.

When we first learned of Governor Cuomo's Executive Order 203 calling for every police agency in New York State to perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and to develop a plan to improve them, both the Pound Ridge Town Board and the Pound Ridge Police Department welcomed the exercise. Both entities viewed it not as a mandate, but as an opportunity to improve our police department, to build even closer community/police relations, and to address any identified or potential racial bias and disproportionate policing of communities of color or other communities.

It has been our honor to serve as co-chairs of the *Pound Ridge Criminal Justice Reform and Reinvention Task Force*. We would like to express our gratitude to the task force's members for their unique perspectives, contributions, and hard work. Every one of you gave up countless hours of family and work time for the good of the community we all love. A heartfelt thanks to you all.

Thank you to all the community members who provided us with honest feedback. In the recommendations section of this report, you will see that we will continue to listen and solicit your feedback and input.

We all learned a great deal through this process, and we all agree that this report is just the beginning of our work together. We are all committed to continuing to learn, to discuss, to improve, and to work through difficult issues together.

We offer you the attached report for review and public comment from all citizens in the town. After thorough review and comment we ask that the Town Board ratify or adopt our plan on or before April 1, 2021 and transmit a certification to the NY State Director of the Division of Budget to affirm that the process of police reform under Executive Order 203 has been complied with and the required plan or local law adopted.

With gratitude,



Alison Boak, Co-Chair
Pound Ridge Town Board Member



Chief David Ryan, Co-Chair
Pound Ridge Police Department

II. Introduction

We are Pound Ridge, New York, a community of about five thousand people. While small, and majority White, our community is diverse, aware of and sensitive to the menu of issues that are the basis of our national climate, particularly social justice. We are also uniquely aware that central to those issues is the series of national police-related social justice incidents involving racial difference between citizens and police officers, many of which have occurred on camera—resulting in bad optics and bad outcomes. Together, these incidents contribute to a historic thread of mistrust between the Black community and the police. To be clear, that thread extends back prior to the Emancipation Proclamation to a time when police, both in the South and in the North, were active partners in helping slave owners capture escaped slaves. Following the end of slavery, the police were an effective tool for “keeping the Black community in line.” The recent incidents are not a “new” phenomenon; they are, however, highly visible because many have occurred on camera. This visibility has introduced many of our White citizens to our Black community’s lineage of mistrust and fear, to the impact of that history on our Black community’s definition of citizenship, and to the “Protocol” discussion many Black children receive along with a driver’s license. These on-camera incidents have not been limited to urban areas or particular regions, and they highlight a pattern of behavior taking place without fear of consequences.

As you read this report, understand the U. S. Black History shared above, and the recent network of social injustice experiences are the national background for our work. That history and the associated perspective it provides are important for our Pound Ridge citizens to understand. Our work happens to be anchored in a national set of circumstances from which we are not immune. That history, however, those experiences, and the behavior they represent, do not reflect the picture we have found to be our Pound Ridge reality. Our story is about Pound Ridge. In our report are two noteworthy, distinctive examples of our “story” that do reflect our reality:

- (1) Since January 1, 2000, through year-end 2020, a twenty-one year picture, our Pound Ridge Police Department has responded to approximately 128,000 calls for service, and within those calls for service interacted with 166,317 individuals for an average of 7,900 human interactions per year. In that period, there have been three complaints of excessive use of force against members of our

department, and none have involved deadly force. Officers were exonerated on all three instances, and no discipline was issued;

- (2) Public Survey: Our team conducted a public survey to allow Pound Ridge citizens to share their views. The complete survey is included in this report, but given our national discussion, and a core reason for our project, one question / response is worth highlighting now: “When asked specifically about racial injustice, 10% of Pound Ridge respondents reported themselves, or a family member have experienced racial injustice, but none of those incidents involved the Pound Ridge Police Department.

To give us insight and credibility in dealing with and understanding issues of importance to the Black community, we invited Wilbur Aldridge to be part of our team, and he accepted. Wilbur is the NAACP Regional Director, responsible for 13 NAACP Branches across six counties in New York State, including Westchester, Putnam, Rockland, and Dutchess. We benefitted from having a trained civil rights eye when reviewing, assessing, or interpreting policies and potential bias situations.

These results are achieved by an on-going partnership between a high performing police department and a committed, demanding community. It is important that you read this entire report to understand our community reality. You must understand the policies and practices of our Pound Ridge Police Department, and our opportunity, as a community, to not only sustain our community results related to policing, but how we as citizens can contribute to that performance, and where possible, share improvement. We should all be proud of Pound Ridge, its culture, environment and record. None of us, however, should conclude that we are immune from any of the incidents noted in the press. Too many communities have had “first time” experiences that were “wake-up calls.” The purpose of our work is to sustain our culture, environment and record, and to demonstrate that in all aspects of life, we respect people who are different, particularly those anchored in race.

While the current national discussion is heavily influenced by the Black community’s historic relationship with the police, the diverse composition of our team also ensured consideration of and sensitivity to issues faced by our Latinx and Asian American fellow citizens, domestic violence and trafficking challenges faced by women, and general disrespect and violence directed at our LGBTQ community. We are particularly cognizant of the impact of the current immigration debate on our Latinx community, and

the violence directed at our Asian American citizens that is driven by perceptions of the origin of the pandemic. To be clear, we did not imagine or make up issues to discuss. While our community has been spared the most brutal of the available examples, we can say with clarity and integrity that we face legitimate challenges. All of these challenges must be heard by a group assigned the role of addressing criminal justice reform. We have accepted that responsibility today and, if asked, will continue to do so after submitting our report.

We conducted our discussions against the backdrop of social justice reform and in the context of three national discussions:

- (1) Demographics:** In 1915, the US population was 100 million; in 1967, it was 200 million and twelve percent minority; in 2006, it was 300 million and over thirty percent minority. By 2050, the US population will be 400 million and over fifty percent minority. We will have 200 million people of color. There will only be nine countries in the world with at least 200 million people, and we will have 200 million people of color. Those 200 million people of color will be equivalent to the tenth largest nation in the world; our Latinx population will be 100 million people, or one quarter of our nation, the equivalent of the eighteenth largest nation in the world and the second largest Spanish-speaking nation after Mexico. The perception that these demographic changes will be limited to our southern border is misleading and wrong. Neither the nation nor the states nor individual cities will look like their “Founding Fathers.” The 200-million-person increase from 1967 to 2050—a span of 83 years—will represent not a changed geography but increased density: more people in the same space. No US community can be or will be immune to the impact of demographic change. As with climate change, to recognize this challenge and not prepare for it will at some point be judged as a form of criminal behavior. It will be a “what did we know and when did we know it” scenario, and history’s appraisal of those who fail to prepare will be fair but not kind.
- (2) Black Lives / Blue Lives Matter:** Our discussion of criminal justice reform cannot occur without recognizing this debate. Fortunately, our Pound Ridge community has not experienced loss of life in either group. We recognize, however, that our criminal justice discussion cannot take place if we deny the

existence of or view our community as immune to this or any other social justice issue.

The Black Lives Matter movement began in 2012 after the killing of Trayvon Martin but was seared into our national consciousness this past summer with the death of George Floyd. Across the nation, including Westchester County, citizens of all races came together to protest not only recent deaths, but those that came before. While we acknowledge the legitimacy of the need for the Black Lives Matter movement, we are proud that our committee sought balance and took care also to think about criminal justice reform from the perspective of police officers. Our police are our citizen soldiers, on duty every day. Some of our committee members have close professional and personal relationships with police officers. We heard a poignant and moving account from a family member of a proud police officer who dutifully serves and protects his community, while wrongfully being tainted by the actions of bad actors. This officer serves in New York City. He, like our Pound Ridge officers, honors his uniform and oath each day. The sensitivity we strive to bring to this debate requires a deeper dive, however, into listening to and interpreting the Black experience.

It is the concept of a values debate that is the challenge, and it is so because many, Black and White, view it as credible. This discussion can, and does, diminish the value of both groups. Regarding this debate, the lives of our citizen soldiers have always mattered, and when we lose a police officer in the line of duty, there must be acknowledgement as a symbol of respect. In addition to that respect, however, there is documented evidence that killing a police officer is a felony offense of the highest order, and generally there is no impunity for such an act, nor should there be.

The balance we sought through our dialogue was constructive, with a tone that allowed for the expression of the following three perspectives: (1) Statistics show that police officers are not killing each other, but some of them are killing our Black and Brown citizens, sometimes on camera, and those images contribute to the troubling national discussion. (2) While respecting the intensity of this discussion for our Black and Brown citizens, we must also see their interpretation of that picture as credible. They are neither justifying nor asserting an equivalency between the killing of an officer and a Black or

Brown person. This is not an “eye for an eye” discussion. Through their lens, they are bringing clarity to the circumstances of those deaths. These are not gun battles. These people are unarmed, outnumbered, and sometimes already in custody (Eric Garner, George Floyd, and Freddy Gray); emotionally disturbed (Eleanor Bumpers); and one person lying in bed (Breonna Taylor). Each incident has the feeling of an execution by professional officers who are sworn to protect and serve. These are not just heinous acts. They cry out for a definitional message, and “Black Lives Matter” to some Black citizens feels empty. The core humanitarian message is “We have found that demanding justice hasn’t worked. Now we are just asking, ‘Stop killing us.’” This perspective comes not from TV observation or hearsay. It is a thread of history, derived from the pre–Emancipation Proclamation lived experiences referenced above, through today. Black people have been over-policed and over-surveilled, too often resulting in unspeakable tragedies. What is significant today is that their fellow citizens have been witness to recent examples, eliminating the need for hearsay or rumor as a reference point.

This must be acknowledged, addressed, and corrected, and the need for such is the source of our work. As stated elsewhere, police officers have a very difficult job, often performed under pressures and in the face of danger that we can only imagine in a theatrical or drama setting, but this is their reality. The balance we have sought demands that this reality must also be acknowledged, and we have to support and uplift those who do the job well. If criminal justice reform is to be, and be perceived, as fair and successful, we believe objective observers must have room for both of these truths. (3) We must grasp the challenges, including fear, felt by our Latinx citizens when dealing with government officials in uniform—same outcome, a lack of trust. We also discussed the local candidate pool for service jobs, particularly day labor, and the subject of human trafficking. Focusing on issues of particular local relevance made clear that our work can be impactful only if it takes place community by community, and family by family. We must think locally so we can build from the bottom up.

(3) Defunding the Police: This subject has become politically charged. The phrase has been misappropriated and weaponized as a tool to suggest that those interested in police reform or criminal justice reform want to significantly dismantle or abolish policing as we know it. Most observers believe this label

was meant to begin a dialogue around the reallocation of resources. This reallocation would shift the emphasis of police departments from expensive and lethal enforcement tools to community policing and enhanced support services. To be clear, we appreciate outcomes that embrace softer, yet powerful tools that can de-escalate encounters that might otherwise have bad outcomes.

We were able to engage with the topic of defunding the police from the perspective of our police chief, David Ryan. Chief Ryan expressed respect for the execution and results of a debate on this subject in Camden, New Jersey. However, to be clear, Chief Ryan did not endorse the concept of defunding the police, nor would he. He endorsed the idea that a rigorous debate like the one in Camden can energize the relationship between a community and its police department. Such a discussion looks at the concept of our collective self-interest. For some, that self-interest includes defunding the police, and in those instances, discussion must be carefully navigated. Such a discussion must not and cannot be weaponized as a tool against effective vehicles of de-escalation and police/community partnership.

To do so would be seen as a moment-in-time response, and perhaps also as politically correct, appropriate behavior. Our team never considered such a recommendation, though we acknowledge the positive benefit of intense discussion, particularly if the outcome is the constructive involvement of the police in addressing social justice issues, not just the issue of police brutality. As a nation, we have reached the point where the concept of self-interest should not supersede the safety of our children, a culture of respect for the police, and thoughtful engagement with them as partners in seeking solutions. The issue cannot be defunding the police, but rather forging strong, enduring relationships with them. We believe that our overall package of recommendations will contribute not just to the possibility of that outcome but also to successful execution.

The Pound Ridge Criminal Justice Reform Committee acknowledges that these issues are part of a national challenge that can be addressed only by local discussion and also acknowledges that we indeed have local issues that require partnership with the PRPD. We see the reality that these issues constitute a “pay me now or pay me later” scenario. We can look at the array of challenges facing many US communities and

understand that changing national demographics require that we work together. ***We chose that path—to see and use the issues before us as tools of engagement, not weapons for community infighting. Our discussions represented a distinct acceptance of the reality created by this climate. At no time did our discussions convey hostility toward one another or intolerance of any group.*** Equally important, we were not intimidated by what has happened outside our community, nor did we feel that Pound Ridge is immune to such events. We were, however, driven by that national climate to address the challenge given to us by our governor, and to do so with the following vision: (1) to make our community a safe place to live, work, and go to school, and do so in partnership with the PRPD; (2) to enable the PRPD to perform its duties in a superior fashion and to serve as a model for the profession; and (3) to send a message to our state and the nation that the responsibilities of citizenship include visible engagement in addressing the cancer of social injustice.

III. Executive Summary

Introduction/Historical Context

We are Pound Ridge, New York, a community of about five thousand people. While small, and majority White, our community is diverse, aware of and sensitive to the menu of issues that are the basis of our national climate, particularly social justice. We are also uniquely aware that central to those issues is the series of national police-related social justice incidents involving racial difference between citizens and police officers, many of which have occurred on camera—resulting in bad optics and bad outcomes. Together, these incidents contribute to a historic thread of mistrust between the Black community and the police.

Our report is prepared against the backdrop of U. S. Black History and the recent network of social injustice experiences are the national background for our work. That history and the associated perspective it provides are important for our Pound Ridge citizens to understand. Our work happens to be anchored in a national set of circumstances from which we are not immune. That history, however, those experiences, and the behavior they represent, do not reflect the picture we have found to be our Pound Ridge reality. Our story is about Pound Ridge.

In a twenty-one year history, there have been three complaints of excessive use of force against members of our department, and none have involved deadly force. Officers were exonerated on all three instances, and no discipline was issued;

In a public survey conducted as part of this report, 10% of Pound Ridge respondents reported themselves, or a family member have experienced racial injustice, but none of those incidents involved the Pound Ridge Police Department.

When the Town of Pound Ridge and the Pound Ridge Police Department first learned of Governor Cuomo's Executive Order 203 calling for every police agency in New York State to perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and to develop a plan to improve them, we welcomed the exercise. Both entities viewed it not as a mandate, but as an opportunity to improve our police department, to build even closer community/police

relations, and to address any identified or potential racial bias and disproportionate policing of communities of color or other communities.

Criminal Justice Reform and Reinvention Committee Mandate and Composition

The Pound Ridge Police Reform and Reinvention Committee is composed of town residents and individuals with specialized knowledge of and experience with law enforcement and the justice system.

Recognizing the underlying legal, ethical, and moral imperatives driving the need to examine local policing policies, training, and practices in order to strengthen our commitment to fair, safe, and effective policing for all, the *Pound Ridge Police Reform and Reinvention Committee* took its work seriously and engaged in thorough consideration of the key questions they were asked to investigate. The Committee was co-chaired by Town Board Member, Alison Boak, and Pound Ridge Police Chief David Ryan and was comprised of an additional 18 members from diverse backgrounds and associations.

The Criminal Justice Reform and Reinvention Committee began its work by creating a communications protocol that all committee members agreed to adhere to. The core values of the protocol include the following:

- transparency
- there are no dumb questions
- honesty/openness
- social justice
- human rights perspective

The co-chairs developed a detailed work plan and timeline in order to ensure that the committee could complete its assignment, including production of a report, by the April 1, 2021 deadline. The work plan consisted of four phases:

- Phase 1: Planning
- Phase 2: Listening and Learning
- Phase 3: Drafting a Plan
- Phase 4: Public Comment and Ratification

The committee created an information and data sharing plan that summarized all information and data to be reviewed. The plan consists of five components:

1. Data
2. Policies
3. Budget
4. Contracts
5. Equipment

Two subcommittees were formed including the Survey Subcommittee and the Report Writing Subcommittee.

Report Findings and Recommendations

Based on all the above-mentioned work, the *Criminal Justice Reform and Reinvention Committee* developed a series of 9 recommendations. Detailed discussion on each recommendation is found in the full report.

- Recommendation 1: Establish a permanent Criminal Justice Review and Advisory Board (CJRAB) (Composition to be determined.)
- Recommendation 2: Monitor police conduct and reporting to identify and address bias
- Recommendation 3: Develop recruitment practices that increase the diversity of the officer candidate pool and advocate at the county and state level for changes to police officer hiring policies
- Recommendation 4: Review and discuss all police policies jointly by Criminal Justice Review and Advisory Board (CJRAB) and the Pound Ridge Police Department
- Recommendation 5: Monitor the community's criminal justice needs
- Recommendation 6: Develop a scalable platform for communication between the PRPD and the Community

Recommendation 7: Evaluate anti-bias training and solutions

Recommendation 8: Establish a committee to ensure the human rights of all Pound Ridge residents with a focus on diversity, equity, and inclusion

Recommendation 9: Maintain emergency qualified mental health services for citizens in crisis

IV. Background

A. Community Description

The Town of Pound Ridge

Pound Ridge is a small town in northern Westchester County, bordering the State of Connecticut. Encompassing 23.2 square miles, it is home to 5,100 residents, about a third of whom are weekenders. The town is 19 miles northeast of White Plains and 43 miles north of midtown Manhattan.

Pound Ridge prides itself on being a close-knit town, rich in strong shared character and cherished natural resources. The town is dedicated to preserving our natural environment, celebrating family and community, fostering a vibrant local economy, and maintaining our community for future generations. A well-informed community with a strong sense of place, Pound Ridge reveres its history, values its natural surroundings, and embraces diversity, inclusivity, and sustainability.

Pound Ridge has always been relatively remote and isolated compared with other communities in the region. The lack of direct railroad access and major highways has insulated Pound Ridge from many of the development pressures that affect more urban communities. Pound Ridge is also isolated physically by the Mianus River and Gorge along the western border; the Ward Pound Ridge Reservation and escarpment to the north; and the streams, reservoirs, and watershed lands along and near the eastern border. These topographic, environmental, and geographic characteristics have influenced the rate and type of development in Pound Ridge over the years. With a large amount of open space and little commercial development, Pound Ridge remains the least density community in Westchester County.

Demographics

Pound Ridge is a predominantly white community (90.8%) with relatively small Black (2.1%) and Asian American (2.3%) populations. Additionally, 5.4% consider themselves Hispanic, and 2.6% report being of two or more races. The median household income in 2019 was \$204,788, and the percentage of persons living in poverty in 2010 was 1.2%.

(Source: 2010 Census)

The Pound Ridge Police Department

The Pound Ridge Police Department (PRPD) is made up of a dedicated and skilled group of professionals who are committed to working with the community to make the town a safe and desirable place to live, work, or visit. The department has a full-time chief and approximately 24 part-time officers.

The PRPD's principal mission is to provide for the peace and security of all town residents. This is best accomplished by adjusting responses as the practice of law enforcement and the community evolve. Department members are trained in new and innovative policing techniques and work closely with other law enforcement agencies at the local, county, state, and federal levels. PRPD enforces all law in a fair and impartial manner at all times.

As with most law enforcement agencies, the PRPD's main duties are as follows:

- to protect life and property
- to use applicable laws and procedures in an effort to prevent crime
- to detect and arrest individuals who subvert established laws
- to actively engage in helping preserve the public peace

The PRPD also provides many other functions, from assisting seniors with home safety checks to providing EMS services and child seat safety instruction and installation. Programs include deer management, File of Life services, dark house checks, alarm registrations, Internet safety, High School and College Internships, and elementary school safety programs such as Stranger Danger.

The PRPD is committed to partnering with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent, and consistent.

To be successful, a police department must embrace the needs and desires of its community and review them on a regular basis. Striving to act with fairness, restraint, and impartiality in carrying out its duties, the PRPD works with the entire Pound Ridge community in an ongoing way to improve understanding and to overcome cultural influences and unconscious biases. The department understands that its actions, combined with its treatment of community members, contribute to its "legitimacy" in the eyes of the public. The PRPD upholds this country's democratic values as embodied in the Constitution and dedicates itself to the preservation of liberty and justice for all.

B. Task Force Composition

The Pound Ridge Police Reform and Reinvention Committee is composed of town residents and individuals with specialized knowledge of and experience with law enforcement and the justice system.

Recognizing the underlying legal, ethical, and moral imperatives driving the need to examine local policing policies, training, and practices in order to strengthen our commitment to fair, safe, and effective policing for all, the *Pound Ridge Police Reform and Reinvention Committee* took its work seriously and engaged in thorough consideration of the key questions they were asked to investigate.

The chart below provides a list of Committee members and their relevant associations (* denotes Pound Ridge residents).

	Category	Name	Title/Affiliation
1	Police Leadership	David Ryan*	Pound Ridge Chief of Police; Task Force Co-Chair
2	Community members at large	Alana Fitz*	Legal Services of Hudson Valley
		Kristin Raniola*	Pound Ridge Elementary School parent
		Maarten Terry*	Advertising Executive
3	Non-profit representative	Namasha Schelling*	Day One
		Wilbur Aldridge	Regional Director, NAACP
4	Faith-based Representative	Steve Kim*	Pastor, Pound Ridge Community Church
5	District attorney representative	Frank Luis	Branch Chief, Westchester County District Attorney's Office

6	Local public defender representative	Arthur Del Negro Jr.*	Defense Attorney, Former Westchester County Assistant District Attorney
7	Local elected officials	Alison Boak*	Town Board Member; Task Force Co-Chair
		Carla Brand*	Town Board Member
8	Local education officials	Amy Fishkin*	Pound Ridge Elementary School principal
9	LGBTQ advocate	Judy Troilo	Director, The Loft
10	Healthcare representative	Tina August*	Healthcare Executive
11	Mental health professional	Burton Geyer*	Critical Incident Stress Debriefing (CISD)
12	Strategic Diversity Advisor	J. Ted Childs, Jr.*	Vice President, Global Workforce Diversity (Retired) IBM
13	Survivor	Marisa Moran Sullivan*	Domestic Violence Peer Support Advocate
14	Business leader/owner	Daphne Everett*	Owner, The Kitchen Table
15	Transit Officials	N/A	
16	Legal or academic experts	Bill Harrington*	Town Attorney
17	IT specialist	Todd Baremore*	Town IT consultant
18	Representing residents who have interacted with police	J. Ted Childs, Jr.	

C. Strategy and Process

1. Communications Protocol (see Appendix H)

The Criminal Justice Reform and Reinvention Committee began its work by creating a communications protocol that all committee members agreed to adhere to. The core values of the protocol include the following:

- transparency
- there are no dumb questions
- honesty/openness
- social justice
- human rights perspective

2. Work Plan (see Appendix E)

The co-chairs developed a detailed work plan and timeline in order to ensure that the committee could complete its assignment, including production of a report, by the April 1, 2021 deadline. The work plan consisted of four phases:

- Phase 1: Planning
- Phase 2: Listening and Learning
- Phase 3: Drafting a Plan
- Phase 4: Public Comment and Ratification

3. Information and Data Sharing Plan (See Appendix I)

The committee created an information and data sharing plan that summarized all information and data to be reviewed. The plan consists of five components:

1. Data
2. Policies
3. Budget
4. Contracts
5. Equipment

D. Working Groups

1. Survey Subcommittee

A Survey Subcommittee chaired by Town Board Member Carla Brand was created for the purpose of conducting a community-wide survey on a range of topics. Other members included Pound Ridge Police Chief David Ryan and Criminal Justice Reform and Reinvention Committee member Ted Childs.

The survey was conducted from November 24, 2020 through December 11, 2020 as part of Phase 2 (Listening and Learning). The information collected through the survey, along with public input in listening sessions, helped the committee frame concerns, identify issues, and make specific recommendations. Below is a summary of survey results. Additional information can be found in Appendix B.

- The survey elicited 93 responses from a respondent pool with the following characteristics:
 - 95% were over age 40
 - 73% were white; 4% multiracial or biracial; 2% Hispanic or Latino, 2% Asian American or Pacific Islander; 1% South or Southeast Asian; 16% prefer not to say
 - 62% were female; 33% male; 5% prefer not to say
 - Over 97% lived in Pound Ridge at least part-time
- Pound Ridge residents generally feel safe in the community.
 - 97% of respondents reported feeling safe during the day “to a great extent” or “a lot”
 - 86% of respondents reported feeling safe at night “to a great extent” or “a lot”
- Overall, the PRPD is viewed very favorably. Respondents rated the department highly across a variety of categories:
 - developing relationships (3.98 out of 4)
 - community policing (3.89 out of 4)
 - ease of providing input (3.75 out of 4)
 - communication (3.59 out of 4)

- Respondents also feel that they are being treated fairly by the PRPD with strong average ratings around
 - “treated fairly” (4.56 out of 5),
 - “show concern” (4.45 out of 5)
 - “respect” (4.52 out of 5)
 - “trust” (4.46 out of 5)

- Respondents reported strong satisfaction with the PRPD.
 - Almost 90% of respondents who had contact with the police for traffic issues were “satisfied” or “very satisfied” with their interaction
 - Over 75% of respondents who had contact with the police for 911 calls were “satisfied” or “very satisfied” with their interaction
 - 88% of respondents who had contact with the police for non-emergency calls were “satisfied” or “very satisfied”
 - Over 90% of respondents who had contact with the PRPD for other reasons (e.g. community meetings, conversations with an officer regarding parole)

- When asked specifically about racial injustice, 10% of respondents reported having experienced racial injustice themselves or having a family member who had experienced racial injustice, **but none of the racial injustice incidents involved the PRPD.**

- When offered the opportunity to identify possible areas for improvement, respondents suggested the following:
 - More proactive policing
 - More communication and outreach and more opportunities to engage with the PRPD
 - Clarification of PRPD duties and responsibilities
 - Greater diversity within the PRPD

2. Report Writing Subcommittee

The Report Writing Subcommittee took primary responsibility for writing the first draft of this report, soliciting feedback from the entire committee and making relevant changes in the draft. Community feedback garnered at a public hearing was incorporated into the final draft. The subcommittee's membership was as follows:

- Alison Boak, Town Board Member
- David Ryan, Pound Ridge Police Chief
- Namasha Schelling, Pound Ridge resident and non-profit organization representative (Day One)
- Tina August, Pound Ridge resident and former healthcare executive
- J. Ted Childs, Jr., Pound Ridge resident and Vice President, Global Workforce Diversity (Retired) IBM

V. Recommendations

The list below summarizes the recommendations of the Pound Ridge Criminal Justice and Reform Committee. Detailed discussion of each recommendation follows.

- Recommendation 1: Establish a permanent Criminal Justice Review and Advisory Board (CJRAB) (Composition to be determined.)
- Recommendation 2: Monitor police conduct and reporting to identify and address bias
- Recommendation 3: Develop recruitment practices that increase the diversity of the officer candidate pool and advocate at the county and state level for changes to police officer hiring policies
- Recommendation 4: Review and discuss all police policies jointly by Criminal Justice Review and Advisory Board (CJRAB) and the Pound Ridge Police Department
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- Recommendation 7: Evaluate anti-bias training and solutions
- Recommendation 8: Establish a committee to ensure the human rights of all Pound Ridge residents with a focus on diversity, equity, and inclusion
- Recommendation 9: Maintain emergency qualified mental health services for citizens in crisis

Recommendation 1:

Establish a permanent review and advisory board

While the PRPD enjoys strong community support and receives few civilian complaints, the national climate necessitates that we be proactive in preventing police bias and prepared for the possibility that it could manifest despite our prevention efforts. Civilian oversight has been shown to make policing equitable and transparent because it is a process by which non-police community members can regularly provide input into police department operations. The key to the success of civilian oversight is for civilians to be empowered to participate in joint reviews historically done only by the police department. Thus, the committee recommends that the Town Board create a permanent review and advisory board. See Appendix D for details, including a suggested charge for the proposed board.

Further Recommendations

- Recommendation 1.1** The Criminal Justice Review and Advisory Board (CJRAB) should be composed of nine voting members, eight of whom should be civilians and one of whom should be the Pound Ridge Police Chief. Other civilian and police representatives may be invited to participate as non-voting members
- Recommendation 1.2** The CJRAB should be empowered to review and make recommendations on all investigations involving employee misconduct by officers to the Chief of Police and should be empowered to make recommendations to the Town Board and/or Town Attorney in cases involving the Chief of Police.
- Recommendation 1.3** The charge of the CJRAB should include an annual review of PRPD policies.
- Recommendation 1.4** The charge of the CJRAB should include review of police incidents involving the use of force.
- Recommendation 1.5** The charge of the CJRAB should include review of all civilian complaints.

Recommendation 1.6 The charge of the CJRAB should include other activities and strategies that monitor and mitigate bias in policing, whether bias is actual or perceived.

Recommendation 2:

Monitor police conduct and reporting to identify and address bias

The PRPD is committed to providing law enforcement services and other public police services to the Pound Ridge community regardless of racial, cultural, religious, sexual orientation, gender identification, and other differences of those we serve, whether they are residents of the community or visitors to Pound Ridge. A guiding principle of the department is a commitment to treating all people with dignity and respect. We recognize that biased policing at any level undermines legitimate law enforcement efforts, alienates members of the public, and fosters public and community distrust. Biased policing in any form is strictly prohibited by General Order 25. In addition, the department has several policies that address various standards of conduct, equal protection under the law and promote transparency.

Under former President Barack Obama, the President’s Task Force on Twenty-first Century Policing offered an examination on the importance and understanding of bias. The report of that task force states,

“All human beings have biases or prejudices as a result of their experiences and these biases influence how they might react when dealing with unfamiliar people or situations. An explicit bias is a conscious bias about certain populations based upon race, gender, socio-economic status, sexual orientation or other attributes. Common sense shows that explicit bias is incredibly damaging to police–community relations and there is a growing body of research evidence that shows that implicit bias—the biases that people are not even aware they have—is harmful as well”.

Following the guidelines in Executive Order 203, the committee reviewed policies related to police conduct, including policies on bias-free policing, duty to intervene, employee misconduct investigations, use of force and additional policies as required by Executive Order 203. Additional policies and procedures must be reviewed by the proposed CJRAB. Criminal justice reform cannot be a one-time calendar-driven review of best practices in law enforcement. It must be a continuing effort involving constant policy review, open dialogue with a diverse committee, and collection and reporting of data in an open and transparent manner that will foster public trust and confidence.

To that end, the Chief of Police and the PRPD’s IT coordinator have developed a data collection system that will allow for comprehensive reporting capability. That system

should minimize the possibility biased policing in Pound Ridge by ensuring that possible bias will be detected and identified. When reporting identifies potential bias, the CJRAB will review all such circumstances and, when appropriate, will make recommendations to the Pound Ridge Town Board. The data collected will include but are not limited to the following:

officer name	subject name	description of officer conduct
officer gender	subject gender	reason for interaction
officer race	subject race	witnessing officer(s)
officer ethnicity	subject ethnicity	off-duty/on-duty status
officer gender identity	subject gender identity	duty to intervene status
officer religion	subject religion	type of intervention
officer injury	subject injury	level of force
officer agency	subject citizenship status	level of injury

The public survey completed as part of the committee’s work did not indicate any biased policing on the part of the PRPD. Several respondents indicated that they had been subjected to biased policing but those incidents did not involve the PRPD.

PRPD officers receive annual in-service training on cultural competency, and the PRPD recently signed training contracts with Lexipol and Target Solutions, nationally recognized law enforcement training platforms that offer a series of training tools to address bias in policing. The committee recommends that each PRPD officer be mandated to participate in training in bias-free policing.

As part of a further effort to prevent bias, the PRPD will randomly survey individuals who have had interactions with members of the PRPD to elicit feedback on those interactions. The survey will be created with CJRAB input following the certification process in April 2021, and results will be provided to the CJRAB for review and comment. In addition, an annual report much like the survey conducted as part of this committee’s work will be made available on the town’s website.

In addition, data collected through the department’s records management system will be reviewed semi-annually to ensure that the department maintains an environment of bias-free policing and reviews and addresses any possible bias incidents that occur.

In conclusion, there are no bias complaints against the PRPD and no history of biased policing within the department. The collection of these new data sets will, through scheduled and ad hoc reporting, identify any level of biased policing or behavioral trends by officers or citizens that require intervention. The data collected, which will evolve as the system is developed, will offer greater transparency to department supervisors, town officials, the CJRAB, and the Pound Ridge community as a whole.

Further Recommendations:

Recommendation 2.1 The town should mandate racial bias awareness and cultural sensitivity training in accordance with future CJRAB recommendations (See detail on Anti-Bias training.)

Recommendation 2.2 The town should ensure that the PRPD's records management system captures and reports the level of information necessary for review of racial bias incidents, use of force incidents, duty to intervene incidents and that it meets other reporting criteria established by the Town Board.

Recommendation 2.3 Any complaints of racial bias shall be thoroughly investigated and reviewed with input from the CJRAB.

Recommendation 2.4 Relevant national events should be reviewed and discussed by the CJRAB to ensure that PRPD policies are up-to-date and are adequate to prevent the type of conduct involved in these events.

Recommendation 3:

Develop recruitment practices that increase the diversity of the officer candidate pool and advocate at the county and state level for changes to police officer hiring policies

Both the Pound Ridge Criminal Justice Reform and Reinvention Committee and the Pound Ridge Police Chief recognize the desirability of greater diversity among candidates applying for open officer positions. There is also a need for the community to better understand the Civil Service hiring process, which severely restricts the candidate pool.

Further recommendations:

Recommendation 3.1 The PRPD should pursue proactive and creative recruitment policies to attract more diversity in the candidate pool.

Recommendation 3.2 The CJRAB will educate the community about the Civil Service hiring process so that residents will understand that Civil Service rules severely restrict whom the PRPD can hire.

Recommendation 3.3 The CJRAB will advocate at the county and state level for changes in the existing Civil Service process that will create a larger pool of candidates (Eliminate Rule of 3, expand to Rule of 10), which increases hiring flexibility and thus allowing greater diversity within the police force.

Recommendation 4: Review all police policies.

As part of Executive Order 203, each local entity that has a police agency operating with police officers must perform a comprehensive review of current police deployments, strategies, policies, procedures, and practices for the purposes of (1) addressing the particular needs of the communities served by the police agency and (2) promoting community engagement to foster trust, fairness, and legitimacy and to address any racial bias and disproportionate policing of communities of color. Included specifically among the policies to be reviewed were use of force policy, procedural justice, implicit bias awareness, de-escalation, diversion programs, and other model policies.

To accomplish the required task on the timeline provided would be challenging at best and require rapid review of the more than 93 police policies in Pound Ridge, as well as the additional personnel policies in the town employee handbook. Our team chose to review the policies and procedures most associated with reform and to recommend that after the April 1, 2021 certification date, the newly formed CJRAB review additional policies. The policies already reviewed include bias-free policing, use of force, duty to intervene, pursuit, investigations of employee misconduct, and crowd control and crowd management. Additional policies such as the body-worn camera policy, alternatives to incarceration, no-knock warrants, domestic violence, hate crimes, retaliatory conduct, facial recognition, mental health response, de-escalation, juvenile diversion and raise the age, investigating sexual assaults, extreme risk protection orders, and others must be reviewed to fully understand police response to those situations where use of force scenarios can escalate and the critical decision making model becomes a valuable training tool.

The impetus to establish a criminal justice reform committee is the current national climate of distrust between the local police and particular community segments, particularly people of color, women, and LGBTQ citizens. Collectively, our policies provide multiple opportunities to define responsibility and to address issues of mistrust, but three are central to that intent: Duty to Intervene, Use of Force and Bias-Free Policing. Taken together, these policies together define the responsibility of police to perform in a manner intended to build trust among citizens. These policies form the core of our criminal justice reform discussion, and the theme of this core is the understanding that police officers are in public service, citizens are their constituents, and police officers need to act accordingly.

Below are details of the committee's review of the three policies it identified for inclusion in this report.

Bias-Free Policing (General Order 25) is discussed in Recommendation 2, and we refer back to that discussion and to the committee recommendations regarding that policy.

Duty to Intervene (General Order 44)

This general order is a new stand-alone policy though the requirements of Duty to Intervene are also embedded in other policies such as Use of Force. Assistance was sought from the International Association of Chiefs of Police for template guidance on a stand-alone policy of this nature. It is noteworthy that police policy implementation organizations such as Lexipol, a nationally respected guide for law enforcement leadership, were unable to locate a stand-alone Duty to Intervene policy, nor did they recognize the need for such a policy. Two policies from Universities in Central Florida were the only available guidance for drafting this policy. This situation demonstrates how far we still have to go on this subject. We will not reach our goals if Duty to Intervene is addressed only in language embedded in other policies. We must have the courage to set a meaningful example by recognizing Duty to Intervene. This is an absolute necessity that must stand on its own merit as a core philosophy in any law enforcement agency.

The Duty to Intervene policy states, "it is the purpose of this policy to explain the legal and moral obligation of all members of the Town of Pound Ridge Police Department to recognize and act upon their Duty to Intervene." The PRPD is committed to the following:

- protecting all members of the department who act upon their duty to intervene whether on duty or off duty
- preventing misconduct by any member of the Town of Pound Ridge Police Department
- preventing misconduct by any other police officer or individual acting on behalf of the Town of Pound Ridge Police Department or in a mutual aid capacity.

The Leadership of the PRPD as well as all members of the department believe that officers have a duty to intervene when the behavior of another officer is in a manner inconsistent with the conduct expected of the law enforcement community. Simply defined, duty to intervene is summed up in the phrase “if you see something, say something.” A more explicit interpretation is “if you see or hear something, **do something.**” Encounters between law enforcement officers and the public that may require intervention can be either physical or verbal both types of behavior may trigger a duty to intervene. That duty is synonymous with and defined as responsibility. One example of verbal conduct that would require intervention would be a situation where an officer observes another officer addressing an individual using derogatory language targeting race, ethnicity, gender, disability, sexual orientation, religion, or gender identity. These are real examples, the ones you read about in the press, and they are noteworthy not just because of the incidents they can provoke, but also because of the disrespect they demonstrate and the pain they cause. Not only is it expected that the witnessing officer shall intervene on behalf of the targeted party; it is understood that doing so is a benchmark of acceptable conduct to be a police officer. Correcting behavior at that level may prevent escalation to a scenario where force is used and thus protects both the officer demonstrating poor conduct as well as the targeted individual. We must address this type of verbal misconduct, not just physical misconduct, if we are to foster the level of public trust necessary to forge the strongest bonds between law enforcement and the communities they serve.

Circumstances where the behavior prompting a duty to intervene is physical are those most often witnessed by the public. They are situations where officers are using a level of force, up to and including deadly force, that is either inappropriate or that is necessitated by inappropriate officer conduct, such as actions or demeanor that lead to physical conflict. Failure to intervene contributed to the tragic death of George Floyd. In that incident, officers who had gained control of the situation and had Mr. Floyd in custody and under control thereafter used deadly force by placing him on the ground with several officers kneeling on him or positioning themselves in such a way as to restrict his breathing. Furthermore, Officer Derek Chauvin was observed kneeling on Mr. Floyd’s neck, likely restricting blood flow as well as breathing, for 8 minutes and 46 seconds. Mr. Floyd’s own words demonstrated those difficulties, but the officers physically restraining him ignored them, as did officers standing in close proximity who failed to intervene on his behalf, and as a result, Mr. Floyd died.

Across the United States, events like this are all too frequent and they are often recorded on video. Clearly, duty to intervene should be a stand-alone mandatory policy,

practice, and philosophy in every law enforcement agency, and officers whose conduct requires intervention or who fail to act when intervention is required should be disciplined. Appropriate responses to such behavior include policy review, training, and/or punitive measures up to and including termination and de-certification.

While this policy is directly connected to General Order 1 regarding Use of Force, the guiding principles behind the stand-alone policy also attach to verbal misconduct, which may not necessarily occur in tandem with the use of force but which may provoke an escalation such that use of force is required as a consequence of the initial verbal misconduct. All members of the department benefit when potential misconduct is avoided or when a potential mistake is not made. Preventing misconduct demonstrates good judgment, validates our value as servants to the community, protects the integrity of all members, and ultimately protects members from possibly destroying their careers. In addition, interventions at any time may serve as teachable moments for young officers and as learning opportunities for experienced veterans. We have observed tragic consequences when police officers fail to intervene when another officer is crossing the barrier from appropriate conduct to misconduct. The deaths of George Floyd and Eric Garner at the hands of Minneapolis and New York City police officers are just two of many visible examples. The first was the complete failure of other officers on the scene who had an absolute duty to intervene to protect the life of Mr. Floyd. There was additional failure of duty to intervene in that the officer's history of gross misconduct had never been appropriately addressed by leadership within the Minneapolis Police Department. The third failure is a topic that is rarely discussed but that should be. What is the public's duty to intervene when the behavior of a law enforcement officer has escalated to the point where a life is at risk? This creates a significant risk to the member of the public. Good Samaritan laws protect the public from an act of intervening, but what about when it is against an on-duty uniformed law enforcement officer? This is a dialogue that law enforcement must have. Decades of research on police shootings and brutality reveal that officers with a history of shooting civilians are much more likely to do so again compared with other officers. A similar pattern holds for substantiated misconduct complaints. Officers who are the subject of previous civilian complaints—regardless of whether those complaints are for excessive force, verbal abuse, or unlawful searches—are more likely to engage in serious misconduct in the future. The bottom line is that sometimes the police cannot police themselves. This should not take away from those agencies that do hold officers accountable, as there are many police departments that do so. Problematically, there is no set standard for these misconduct investigations. Part of the dialogue with the Criminal Justice Reform and Re-invention group in Pound Ridge is about the need for oversight by a

Criminal Justice Review and Advisory Board that will have input as well as the authority to make recommendations to the Town Board in those incidents where it is necessary to have participation by outside disciplines other than law enforcement in partnership with police, not in conflict with the police.

Finally, there is the problem of police officers with serious misconduct resigning from one department only to be rehired by another one. What duty does law enforcement leadership have to prevent these officers from gaining employment in other agencies only to continue their misconduct in other communities? These issues are at the forefront of criminal justice reform and must be addressed if we are to succeed in reforming and reinventing policing in the United States.

Use of Force (General Order 1)

The use of force by any member of the PRPD is guided by the critical decision-making model philosophy. This model requires continuous assessment by officers to ensure that all levels of force, including escalating levels of force, are constantly analyzed to determine necessity. The intent of the Use of Force policy is to establish guidelines for assessment as well as training on all uses of force, including deadly force, to prevent loss of life. In all circumstances, training on this policy and any related policy should stress that deadly physical force shall only be used as a last resort. Law enforcement in America has an obligation to protect life and property. We must never forget that the value of a human life is immeasurable and protecting life must be our highest priority at all times. The apprehension of criminal offenders, as well as all other interactions that involve protecting the public, **MUST** be subordinate to preserving a life. This includes the responsibility of the officers to preserve their own lives and those of their fellow officers. The mere fact or circumstance of an officer being justified in using various levels of force up to deadly force does not mean force is absolutely necessary, and certainly the decision to use force can never be and should never be reckless. Officers from the PRPD respond to approximately 128,000 calls for service annually. In the past twenty-one years, there have been three use-of-force complaints against members of the department; none have involved deadly force. Two of the three complaints are from more than ten years ago and involved interactions based on descriptions provided by witnesses to or victims of alleged sexual assault. The second related to a person having a mental health crisis who was physically restrained and taken into custody under the mental hygiene law to be transported for evaluation. The

third incident is a pending matter of litigation and cannot be discussed, though the entire incident was captured on the officer's body camera video. In all three instances, it was determined that the officers acted appropriately and well within the guidelines of the Use of Force policy.

The changes to the department's Use of Force policy are based on a model policy from the Camden, New Jersey Police Department. Many consider the defunding and reform of the Camden police department to be a model for all of law enforcement. In 2013, Camden, under the authority of the Mayor and the City Council, dissolved its police department. The new force is considerably larger than the old one. Camden adopted a model eighteen-page policy on use of force. While many departments define "reasonable" force in the line of duty vaguely, Camden's definition is much clearer. The guidelines within the policy emphasize that de-escalation has to come first. Deadly force, such as a chokehold or firing a gun, can only be used by an officer in certain situations and only after every other tactic has been exhausted. The policy requires that force not only be reasonable and necessary, but that it be proportionate. Since adopting this policy and since the reinvention of the police department in 2014, use of force complaints in Camden have declined by nearly 95 %. Make no mistake, there are those who believe that the reinvention of the police in Camden does not represent the wishes of the people of Camden. That said, homicides are down significantly, and use of force complaints, as mentioned earlier, are down 95%. There must be continued dialogue with the community to build a trusting relationship. In adopting this use of force policy, the PRPD recognizes the intense training that must go with this type of policy. De-escalation training and techniques must be discussed in order for officers to have the skills needed to adhere to the policy. Without this training, policies are ineffective and set unattainable requirements for officers. To that end, one of the committee's recommendations is increased funding for training officers in de-escalation, and this must be an annual training to maintain skills, not just a one-time instruction.

As part of our discussion on use of force, there was discussion of the use of vascular neck restrictions, otherwise known as chokeholds. The department policy does not completely prohibit the use of a chokehold, but it allows for the use of a chokehold only when deadly force is being used against the officer or another person, and as with the use of deadly force, a chokehold must be a last resort.

There were no significant hurdles to overcome in discussing use of force, though there was considerable dialogue about use-of-force training. Tactical training, once received in the academy, is limited in the department's in-service training, if at all, and use of

force training is often part of firearms training, training on the use of OC spray, and video and power-point instruction. As part of the reform and prior to any recommendation by this committee, the PRPD will initiate more training on tactical handcuffing, provide more de-escalation training, and seek out platforms that offer hands-on scenario-based role playing for practicing de-escalation as well as physical restraint techniques.

Use-of-force reporting (lethal and non-lethal) is required by the New York State Division of Criminal Justice Services. State law requires every police department and county sheriff's office to report any instance of the following:

- conduct by an officer that results in the death or serious bodily injury of another person, where serious bodily injury is defined as injury involving substantial risk of death, unconsciousness, protracted or obvious disfigurement, or protracted lost or impaired functioning of a bodily member, organ, or mental faculty
- conduct by an officer not resulting in death or serious bodily injury that includes any of the following:
 - brandishing a firearm, using a firearm, or discharging a firearm at or in the direction of another person
 - using a chokehold or similar restraint that applies pressure to the throat or windpipe in a manner that may hinder breathing or reduce air intake
 - displaying, using, or deploying a chemical agent, including but not limited to oleoresin capsicum, pepper spray, or tear gas
 - brandishing, using or deploying an impact weapon, including but not limited to a baton or billy-club
 - brandishing, using, or deploying an electronic control weapon, including but not limited to an electronic stun gun, flash bomb, or long-range acoustic device

In addition, the PRPD is developing a detailed use-of-force report using its records management system to facilitate review of every incident where force is used by a Sergeant, the Lieutenant, and the Chief of Police for compliance with policy. This report, combined with annual training, will allow for more detailed review of all

circumstances where force is used. Much like the duty-to-intervene reporting mechanism, it will look not only at the incident but also at the demographics of the individuals involved. While use-of-force complaints are rare in Pound Ridge, the implementation of such an annual reporting mechanism can only promote greater transparency and foster greater trust within the community.

Like a comprehensive review of all departmental policies, changing policy is a daunting and time-consuming task. Once reviews are completed and recommendations are made, they must be thoroughly reviewed by the Town Attorney. In addition, any changes must be met with adequate training to allow for officers to learn the new policies and fully understand their content and intent. After the review, the Town Board must adopt the policy and then allow time for training. The entire process—draft, final documents, review, approval, passage, printing, training, and finally implementation—takes a month’s time at best and usually closer to a year. A heavy administrative workload further slows this process in a small department like the PRPD, which has only one full-time police officer and one part-time administrator.

The policies, standard operating procedures, and general orders of the PRPD constitute the core mechanism that governs the conduct of each member of the department including the Chief of Police; they embody the PRDP’s philosophies and values and inform the culture of public safety in the Town of Pound Ridge. These policies and procedures will continue to be reviewed to ensure that they are clear and consistent, and that they are written in a way that aims to eliminate bias, both implicit and explicit, in their application. Critical review in the context of systemic racism and implicit bias is essential and necessary in order to properly reform and reinvent policing in Pound Ridge. Currently, the police department policy manual is an internal document, available only to members of the department. Consequently, community members lack knowledge and understanding of policing in Pound Ridge, which could potentially lead to lack of transparency and lack of trust. Though community survey results indicate that this is not a problem in Pound Ridge, perception is often considered to be reality.

The community surveys that were returned show that the Pound Ridge Community has a trusting relationship with the Pound Ridge Police Department. This is important and is a strong foundation on which to build for the future. As stated in the report of the President’s Task Force on Twenty-First-Century Policing, building “trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the

communities they serve.” Since messaging seemed to be the one shortcoming the survey identified, steps must be taken to address questions that arose in survey responses, especially those related to policy reform.

Further recommendations:

Recommendation 4.1 Once formally established, the CJRAB continue to review all department policies.

Recommendation 4.2 Provide public access to PRPD policies to the extent that this is allowable; and where public access or knowledge may put police or the public at risk, have a dialogue about process and decision making.

Recommendation 4.3 Provide funding for those areas of training on specific policies such as bias-free policing, mental health awareness, de-escalation techniques to maintain the highest level of preparedness and training among members of the PRPD

Recommendation 5:
Monitor the community's criminal justice needs.

As a practice and a goal, crime prevention is often much less visible than other components of the criminal justice system, such as police services. It involves a wider range of services and institutions, so assessing a community's criminal justice needs is not as straightforward as other assessments. Every municipality is also unique in terms of its historical, political, economic, demographic, and socio-cultural context. Most communities and their police agencies already have established a crime prevention strategy and have implemented it at some level.

Only recently, largely because of the national climate, has transparency become a goal and a necessity of local policing. The tactical driver for this necessity is the need for visible trust and respect between local police and their community. This necessity dictates a recognition that the local definition of policing and crime prevention have been hands-on and have reflected the views and personality of the local police leadership. In some communities this process has worked well, in others, not so well. In Pound Ridge, our benchmark is simple. However good we are, we can be better. The key to "better" is communication between the police and those being policed—not criminals, but the general community.

The foundation for that communication must be clarity and integrity in defining what policing is in our town. The community must understand that in Pound Ridge we have defined policing as "beyond crime prevention" and that defining policing this way can actually help prevent crime. One example is assisting with grocery delivery to homebound persons during the height of the pandemic. Another is involvement in "drama" like issues such as domestic violence and human trafficking, which residents may view as something they see in movies rather than problems that exist in our community—though they do and are not drama but reality for some. In addition, the department provides day-to-day assistance to individuals experiencing mental health crises—their numbers have dramatically increased during the pandemic—serving as a sounding board and a resource for them and their families. Without these interactions, the underlying issues could easily have tragic outcomes. One of the results of the committee's work will be a communications strategy that allows for more hearing from and talking to the community, beginning with the Chief of Police, and an active partnership with our local media.

We have learned that there is a substantive gap in community awareness about what we do, how we do it, and the principles that guide our behavior. Thus, an important component of “beyond crime prevention” is ensuring that the community has an informed awareness of what our officers do, and of the training and associated guidance they receive to prevent or confront crime, over time, overnight, or in the moment. The sharing of this information must be the substance of our communications focus. The core message will be, “Your police officers don’t just show up for work. They are trained, prepared, and they do stuff. What they do prevents crime, confronts crime, and contributes to an enhanced quality of life for our community.”

The core responsibility for assessment and implementation of a crime prevention strategy may be, and traditionally is, delegated to the police agency. Other key players and disciplines that not only should, but must be consulted include public and mental health, education, employment, social affairs, youth and family services, community organizations, social organizations, business associations, and all other entities that will be affected by the implementation strategy.

The assessment norms used to evaluate crime prevention strategies emphasize that because crime has multiple causes, a coordinated multi-disciplinary approach is necessary. Furthermore, all parts of the community, not just the police and local government, have an important role to play since crime is experienced at the local and at the neighborhood level and since many of its causes can be tackled locally.

It’s important within the context of comprehensive police reform to know the functions and jurisdiction of the PRPD. The department operates under the leadership of the Chief of Police. The Chief reports directly to the Town Supervisor, though New York Town Law designates the Town Board as the governing authority to oversee policy and budgeting. The Chief of Police is responsible for policy implementation and day-to-day operations of the department. As a proponent of community policing, he has always worked to develop a strong relationship with community stakeholders, along with local, state and federal law enforcement partners; regional service provider organizations; the health care community; the Department of Community Mental Health; various substance abuse recovery organizations; local business organizations; environmental groups; youth organizations; and the two school districts that serve the Town of Pound Ridge.

The PRPD has proudly served this community since its inception in 1934. In addition to a full-time chief of police, the department comprises a part-time lieutenant, three part-

time Sergeants, a part-time detective, twenty-one part-time police officers, a full-time secretary, a part-time animal control officer, a court officer, and a discovery civilian staff member. The primary function of the department is the basic police patrol function. Working in partnership with the Town Board over the past twenty-three years, the PRPD has developed two primary strategies to meet the criminal justice needs of Pound Ridge. The first is the primary police function, which is to protect the life and property of the residents of Pound Ridge by enforcing the laws of the town and state. The second is to develop a community policing strategy that includes engaging the community, its residents, its businesses, the education system, and other disciplines to allow for open and transparent dialogue that will foster a relationship based on trust, dignity, respect, and objective thinking.

In the context of reform, the question that we are required to ask is “How should the PRPD and the community engage with one another?” Survey results clearly demonstrate the strong relationship that the PRPD has with the community it serves. It is imperative that the PRPD continue that relationship and make maintaining and even improving that relationship a high priority. Mutual trust between the department and the community is critical to public safety and effective policing. Cooperation from community members, residents, organizations, and all disciplines is essential to the department’s efforts to address crime. Additionally, a relationship built on trust enables the police department and all community members to work collaboratively to identify issues and formulate solutions.

In the wake of both national and local incidents involving police use of force and other issues, the legitimacy of the police has not been questioned in Pound Ridge and the heightened levels of community activism in some communities have not occurred in Pound Ridge. Many activists throughout the country and locally are calling for accountability, and so we have an opportunity to learn from that activism in Pound Ridge even though the protests are not here. We have not, however, nor will we assume that we are immune from the problems in other communities. As such, our Criminal Justice Reform Committee is intended to be self-initiated community activism. In addition, this community is cognizant of and sensitive to the dialogue surrounding police reform, social justice and the litany of issues that surround the two subjects. In forming the Committee, we were not only looking diverse community membership, we were also looking for expertise from wherever we can draw on resources to provide us with other lenses from which to view criminal justice reform. As said above, while meeting the criminal justice needs of the community are important, policing is more than crime prevention, and our commitment to excel is the vision of “more than crime

prevention” through “hearing from and talking to” the community. We want great clarity around our collective goal to, as a partner, have Pound Ridge be a great place to live, work and go to school.

Further recommendations:

Recommendation 5.1 Develop and implement a communication strategy that includes multiple platforms and modalities so we can reach different groups in the community

Recommendation 5.2 Develop and maintain a communication strategy that involves public meetings to engage the community in open and transparent dialogue regarding crime prevention and community policing strategies.

Recommendation 5.3 Develop and implement a community policing strategy where all officers have the opportunity to engage various sections of the community so that the community learns “who we are and what we do” and has a voice in the policing of their community.

Recommendation 5.4 Through the department’s records management system, facilitate reporting of real-time information to the community regarding criminal activity in Pound Ridge and surrounding communities.

Recommendation 6:

Increase transparency through scalable communication between the Pound Ridge Police Department (PRPD) and the community

Through our internal discussions as a committee and through external discussions with members of the community, we have found that, although the PRPD is generally viewed positively, people find communication between the police and the public lacking. In addition, while survey results and public outreach indicate that those that have had exposure to the PRPD have overwhelmingly positive experiences, we've identified that there is a gap in knowledge about PRPD programs and policies. Many people are not aware of the work that the PRPD is doing in areas such as domestic violence, human trafficking, senior programming, and youth services among others. People are mostly aware of the PD's more visible work of patrolling the roads and not aware of the policies that define that work.

Thus, there are often misconceptions about procedures. For example, the committee has learned that some citizens perceive the PRPD's commercial vehicle inspections as an effort to target undocumented workers in order to report them to ICE. We recommend more focus on scalable mass communication to enable the PRPD to highlight key programs and policies and ensure every citizen can be reached.

Further recommendations:

- Recommendation 6.1** Post up-to-date PRPD policies on the town website for ongoing public comment and review.
- Recommendation 6.2** Pilot a program in which all new residents of Pound Ridge get personal outreach from police officers, who introduce themselves and the work that they do, creating a more personal touchpoint.
- Recommendation 6.3** Communicate information relevant to public safety on a weekly basis through social media and other platforms.
- Recommendation 6.4** Explore multiple modalities to reach different demographic segments of the community

Key Activities for 2021:

- Develop a communications plan that includes multiple modalities to reach more of our citizens, such as email newsletters; flyers posted at the Town House, schools, and libraries; Spanish translations of materials; website enhancements; and new resident outreach
- Host a monthly Saturday-morning coffee at the Town House for residents to discuss Pound Ridge policing policies, procedures, and practices with Police Chief David Ryan; encourage new residents to come and introduce themselves.
- Consider adding PRPD updates to Town Supervisor emails to town residents

Recommendation 7: Mandatory anti-bias education and training

Racial bias—both explicit and unconscious—is a serious problem in every US community, including Pound Ridge. Racial bias in policing is of the utmost concern, as it can lead to tragic outcomes for people of color. While the committee has not seen evidence of bias-based policing in Pound Ridge, we know that even the best-intentioned officers make tragic errors in judgment because of unconscious biases. In addition to racial bias, biases based on ethnicity, gender identity, sexual orientation, and disability exist in all factions of society and must be considered in promoting bias-free policing in Pound Ridge.

Bias in policing creates barriers to community policing, erodes trust, and at its worst threatens the safety and security of the community. Because of this, the Town of Pound Ridge is wholly committed to ensuring that unconscious bias not result in biased-based policing.

The PRPD already requires mandatory anti-bias training as part of its mandatory training, anti-bias awareness through its training platforms (Lexopol and Target Solutions). As part of a comprehensive solution, this committee considered and researched expanding anti-bias training. However, we have found available training options not to our satisfaction and lacking in measurable results.

Before we expand and invest in additional training, more research and consideration are necessary. The new CJRAB will be asked to put forward formal recommendations.

Key Activities for 2021:

- The CJRAB will identify gaps and opportunities in existing anti-bias training through Lexopol and Target Solutions
- The CJRAB will continue to monitor developments in anti-bias policing training solutions, including simulated anti-bias programs
- The CJRAB will submit a formal recommendation for anti-bias training to the Town Board by March of 2022

Recommendation 8:

Establish a committee to ensure the human rights of all Pound Ridge residents with a focus on diversity, equity, and inclusion

We have an opportunity to make a real difference for the citizens of Pound Ridge by establishing the culture that is needed as a backdrop to the other recommendations made in this report.

Recommendation 9:

Maintain and increase emergency qualified mental health services for citizens in crisis

According to the Institute for Criminal Justice Training Reform, at least twenty-five percent of people killed by law enforcement officers exhibit signs of mental illness. Yet nationally, officers spend only ten hours on average training for mental health crisis intervention. In Pound Ridge, the number of incidents of people in crisis involving domestic violence, human trafficking, suicide and suicide attempts, and drug use and drug over-doses have increased substantially over the past two years.

Our police officers are regularly called to assist with these types of mental health crises, sometimes by the individuals in crisis themselves, though often by family member or others. At these times it is critically important that our officers have access to immediate emergency mental health resources. Today, our officers have 24-hour access to mental health professionals for people in crisis through the Westchester County Department of Community Mental Health law enforcement's virtual crisis community center. The PRPD has used these services successfully over the past year.

Having on call mental health professionals available to accompany police officers to crisis situations is a foundation on which we can build to prevent unnecessary escalation or use of force.

We are asking that the County to continue to offer these services in the future at the levels offered now, during the pandemic.

VI. Appendices

Appendix A: Report on Community Outreach and Engagement

Plan for Community Outreach and Engagement

The following outreach and engagement activities were approved by the Pound Ridge Town Board and implemented by the Criminal Justice Reform and Reinvention Committee:

I. Plan for Public Listening Sessions via Zoom (60 minutes)

Session 1: Zoom Meeting #1 (Wednesday, December 2, 2020 7:30-8:30pm)

Session 2: Zoom Meeting #2 (Saturday December 5th 9am-10am)

Questions asked included:

1. Based on our experience with the police, are there any policies that you would like to discuss?
2. Are you familiar with compliant procedure within the Pound Ridge Police Department?
3. Are you familiar with the policies within Pound Ridge?
4. What is your understanding of the Pound Ridge Police Department policies?
5. What are the strengths and weakness of Pound Ridge Police Department?
6. How can the Pound Ridge Police Department better serve our community?
7. How can criminal justice issues be addressed in Pound Ridge?
8. How do we make our community more friendly to diverse populations?

Outcome

Approximately 40 residents from Pound Ridge and nearby communities, excluding the members of the Criminal Justice Reform and Reinvention Committee attended and participated in the zoom sessions.

II. One-on-One In-person Meetings

Session 3: In-Person One-on-One Meetings (modelled after “Coffee with a Cop”)

Committee members will be available to meet the public at the Town House individually or in small groups. Committee members to take notes and share with entire committee.

Dates:

Thursday, December 3, 2020 10am-2pm (Two shifts 10am-Noon and Noon-2pm)
Monday, December 7, 2020 Noon-4pm (Two shifts Noon-2pm and 2pm-4pm)
Tuesday, December 8, 2020 8am-Noon (Two shifts 8am-10am and 10am-Noon)
Thursday, December 10, 2020 5pm-9pm (Two shifts 5-7pm and 7pm-9pm)

Outcome

Despite the challenges of in-person meetings during the COVID pandemic, approximately 20 residents participated in the one-on-one session.

III. Public Survey

Session 4: Public Survey

Survey subcommittee, chaired by Carla Brand, will examine other surveys used by other CJRC in NYS and create one specifically for Pound Ridge. They will be responsible for distributing survey electronically and analyzing the data. Data will be collected by and report produced by December 9th. Survey will be translated into Spanish. We will discuss other ways to distribute the survey in the future such as a town-wide mailing.

Outcome

Public Survey results are presented in Appendix B.

Session 5: In Person Meeting

Exploring the possibility of holding an in-person meeting at PRES. Currently, gatherings of up to 50 people are allowed per New York Forward. Need to secure permission from BCSD.

Outcome

Due to CDC Guidelines for mass gatherings during COVID pandemic, we were not able to hold this meeting.

IV. Joint Meeting with the Towns of Lewisboro and Bedford

A zoom meeting was held with representatives from the Police Reform committees in the Town of Pound Ridge, Lewisboro and Bedford.

The Committee developed the following outreach strategy to ensure community participation:

1. Distribute through PRES
2. The Pound Ridge Partnership
3. Recreation Blast
4. Supervisor Blast
5. Neighbor's Link
6. Social Media outlets (Next Door, Pound Ridge Community, Instagram, etc)

Appendix B: Community Survey Results



Purpose

- This survey was fielded to help the Pound Ridge Police Department fulfill its mission to secure a safe and peaceful society by helping to build trust, approval and respect within the community. It was undertaken as part of the NY State Police Reform and Reinvention Collaborative.
- The majority of this survey was developed by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office) with the support of ICF International and law enforcement experts. It was designed to gather opinions and experiences across five areas:
 - Community involvement
 - Safety
 - Procedural Justice (Fairness, Responsiveness & Trust)
 - Performance
 - Contact and Satisfaction
- We have augmented this with questions designed to help gain deeper insights into the role of the Pound Ridge Police in our community.

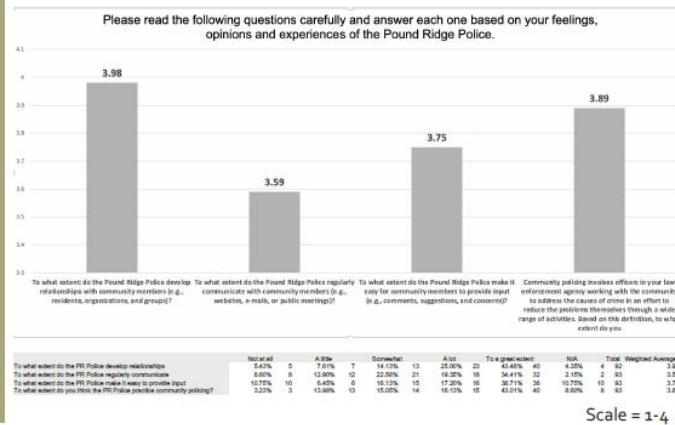
Methodology

- 10-minute online survey fielded between November 24 and December 11, 2020.
- To garner a wide array of feedback the survey was publicized across a variety of popular local outlets including:
 - The Record Review (Pound Ridge Town newspaper of record)
 - Supervisor's Newsletter
 - Recreation Department Newsletter
 - Neighbor to Neighbor Newsletter
 - Pound Ridge Elementary School "Backpack" Mail
 - Popular local Facebook pages including the Pound Ridge Community Page
 - Pound Ridge Working Mother's Group listserv
- The Police Department also sent personalized requests to those individuals in their database to complete the survey
- **Total 93 completed responses**
- Note: A Spanish language version was also created and fielded but there were no responses to that version

Community Involvement

Overall, the Pound Ridge Police are viewed very favorably.

There is an opportunity for more communication with residents.



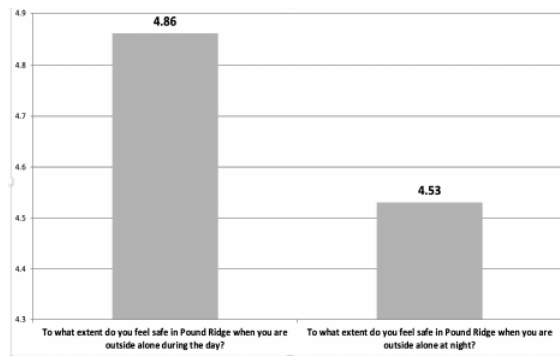
Safety

Residents are most concerned with burglaries (auto & residential), traffic issues, domestic violence and driving under the influence.

Please select the three (3) issues you think are the greatest problems within your community?

Burglaries / thefts (auto)	61.18%	52
Traffic issues / residential speeding	51.76%	44
Domestic violence (adult)	32.94%	28
Driving under the influence (i.e., alcohol or drugs)	23.53%	20
Burglaries/ thefts (residential)	20.00%	17
Fraud / Identity theft	18.82%	16
Drug abuse (e.g., manufacture, sale, or use of illegal/prescription drugs)	14.12%	12
School safety (e.g. bullying, fighting, or weapons)	12.94%	11
Underage drinking	10.59%	9
Child sexual predators / Internet safety	5.88%	5
Disorderly conduct / public intoxication / noise violations	4.71%	4
Disorderly youth (e.g., cruising or gathering)	4.71%	4
Vandalism / graffiti	2.35%	2
Child abuse	1.18%	1
Homeland security problems	1.18%	1
Physical assault	1.18%	1
Gang activity	0.00%	0
Gun violence	0.00%	0
Hate crimes	0.00%	0
Homeless- or transient-related problems (panhandling)	0.00%	0
Homicide	0.00%	0
Mugging	0.00%	0
Prostitution	0.00%	0
Sexual assault / rape (adult)	0.00%	0
Answered		85
Skipped		8

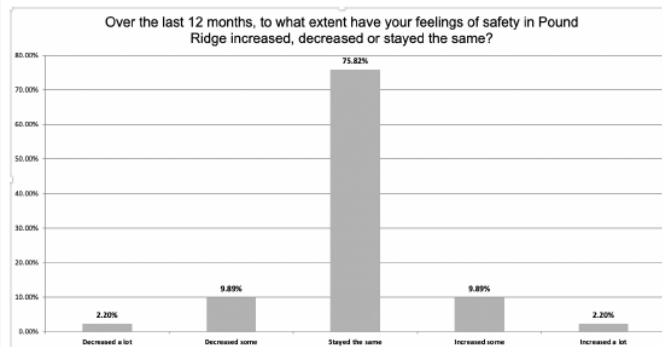
Overall, Pound Ridge residents feel safe in the community both during the day and at night.



	Not at all	A little	Somewhat	A lot	To a great extent	N/A	Total	Weighted Average						
To what extent do you feel safe... during the day?	1.10%	1	0.00%	0	1.10%	1	7.89%	7	80.11%	82	0.20%	0	91	4.86
To what extent do you feel safe...at night at night?	1.10%	1	0.00%	0	7.89%	7	25.27%	23	61.54%	56	4.40%	4	91	4.53
							Answered						91	
							Skipped						2	

Scale = 1-5

The feelings respondents have about safety in the community have largely stayed the same.



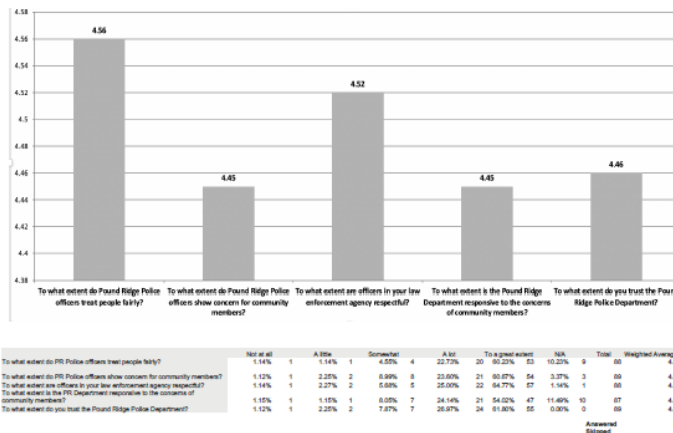
Answered 91, Skipped 2

Report to Governor Andrew Cuomo
 March 2021

Procedural Justice

Fairness, Responsiveness & Trust

Most individuals feel they are being treated appropriately by the Pound Ridge Police “to a great extent” or “a lot.”

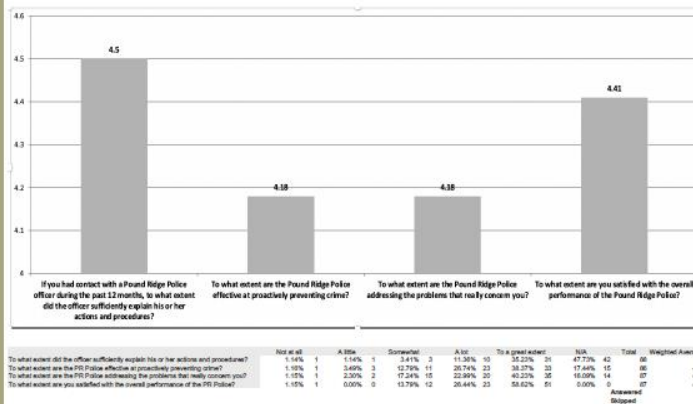


	Not at all	A little	Somewhat	A lot	To a great extent	NA	Total	Weighted Average						
To what extent do PRD Police officers treat people fairly?	1.14%	1	1.14%	1	4.50%	4	22.77%	20	93.23%	53	10.23%	9	88	4.56
To what extent do PRD Police officers show concern for community members?	1.12%	1	2.25%	2	8.99%	8	23.60%	21	60.07%	54	3.37%	3	88	4.45
To what extent are officers in your law enforcement agency respectful?	1.14%	1	2.27%	2	5.89%	5	25.00%	22	64.77%	87	1.14%	1	88	4.52
To what extent is the PRD Department responsive to the concerns of community members?	1.15%	1	1.15%	1	8.05%	7	24.14%	21	64.02%	47	11.69%	10	87	4.45
To what extent do you trust the Pound Ridge Police Department?	1.12%	1	2.25%	2	7.87%	7	28.87%	24	81.80%	58	0.00%	0	88	4.46
													Answered	88
													Skipped	4

Scale = 1-5

Performance

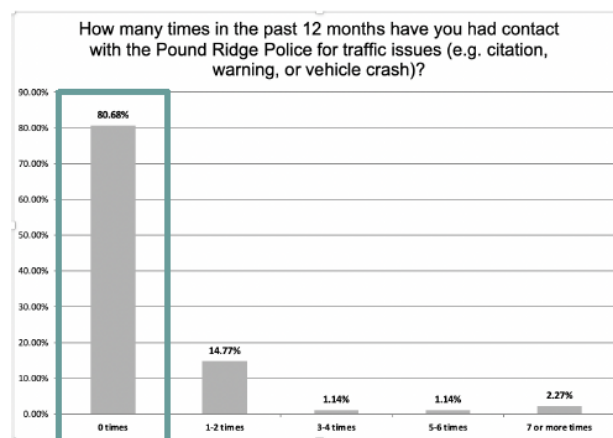
Satisfaction with the Pound Ridge Police Department's performance is also strong.



	Not at all	A little	Somewhat	A lot	To a great extent	NA	Total	Weighted Average
To what extent did the officer sufficiently explain his or her actions and procedures?	1.14%	1.14%	3.81%	11.36%	38.23%	39	47.73%	4.5
To what extent are the PR Police effective at proactively preventing crime?	1.15%	1.65%	12.75%	37.74%	38.23%	39	17.64%	4.18
To what extent are the PR Police addressing the problems that most concern you?	1.15%	2.30%	17.24%	32.36%	43.23%	39	16.00%	4.18
To what extent are you satisfied with the overall performance of the PR Police?	1.15%	0.00%	12.75%	28.44%	58.62%	39	0.00%	4.41
						Answered	88	
						Skipped	5	

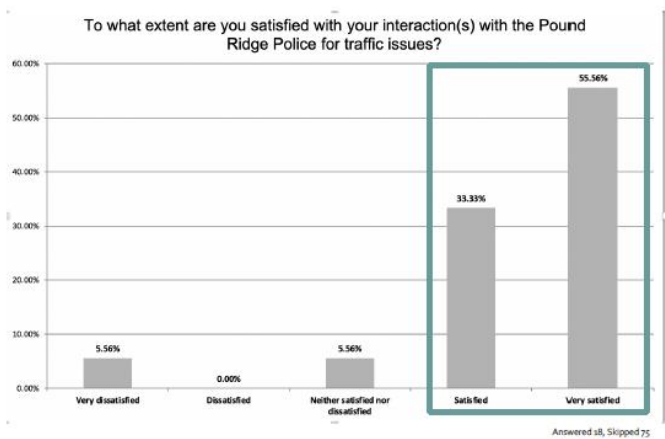
Contact & Satisfaction

Most respondents did not have any contact with the Police for traffic issues over the last year.



Answered 88, Skipped 5

Of those that had interactions, almost 90% were "satisfied" or "very satisfied"



Verbatims supported these findings.

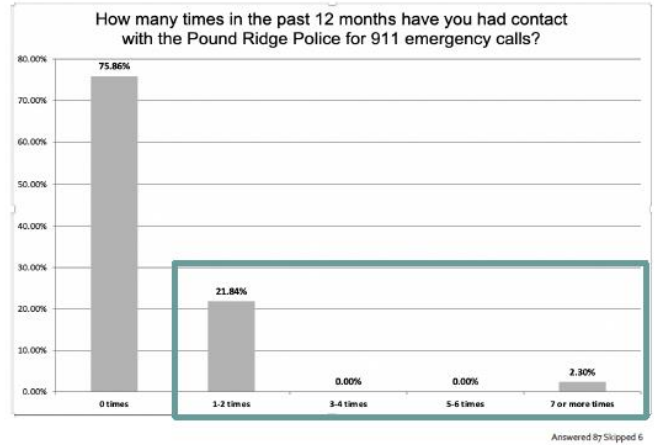
I was stopped for a minor traffic violation and respectfully issued a warning as it was my first time being stopped and the mistake I made was understandable. The officer was extremely professional and respectful.

As working with the great officers of the PRPD. On a daily basis the respect and experience these men bring to the residents of this great town. Experience and professionalism.

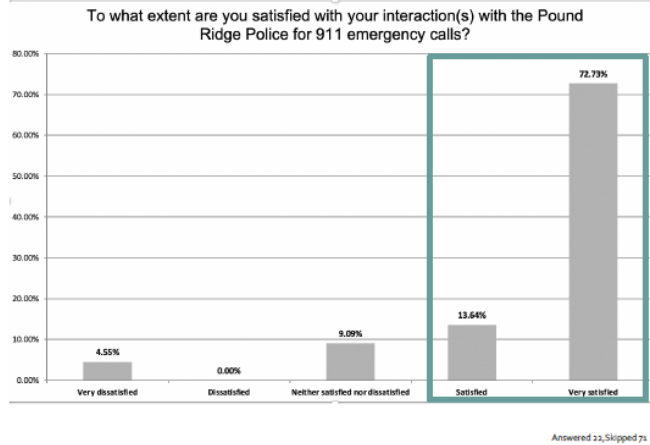
I was pulled over for a traffic violation and issued a warning. I thought that was fair.

PRPD department is truly amazing and community minded.

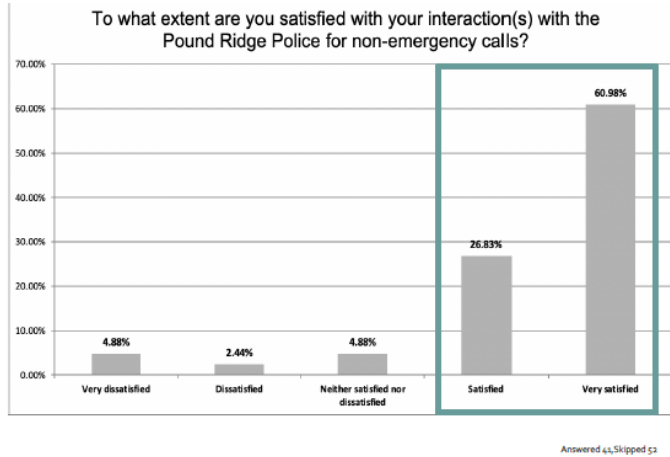
Over 24% of respondents had some contact with the Pound Ridge Police over the last year for 911 calls.



Of those with interactions, over 75% were "Satisfied" or "Very satisfied" with the experience.



Of those with interactions, approximately 88% were "Satisfied" or "Very satisfied."



When asked to explain their experience, verbatims again were generally positive but reinforces opportunity for proactive policing and communication.

Wires down I. Neighbors driveway without power during storm. They helped coordinate hwy dept to help and assist neighbor.

A wellness check on neighbor. They were truly caring and amazing

On the few times either I or my husband called about an issue the police were friendly, knowledgeable, either explained what was going on or came out to check. I trust our police will take our calls seriously.

The officers investigated and explained. It was reported differently "rosy" in our local newspaper.

My concerns were handled with confidentiality and a risk for the community was addressed and rectified without any major issues.

Early on pandemic, landscapers, handled very well.

Wanted mtg for teen on cyber safety. No follow through on either end.

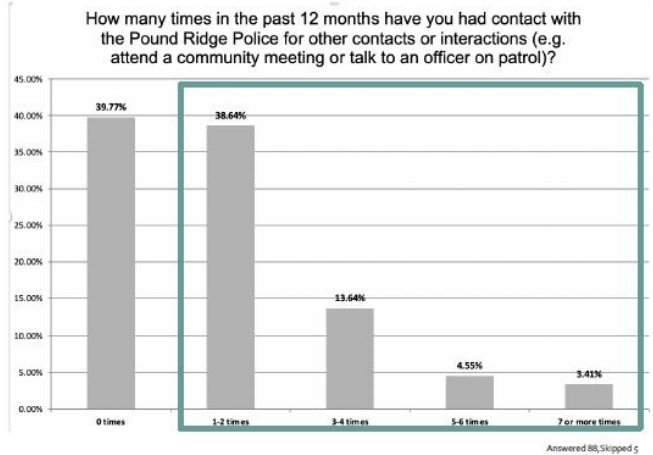
Two Biden Harris lawn signs were stolen and one Harchham lawn sign in three different days. Each time an officer was polite and took the issue seriously.

Received needed help during recent power outage. The officer today came over and helped when he could have told me to call someone else.

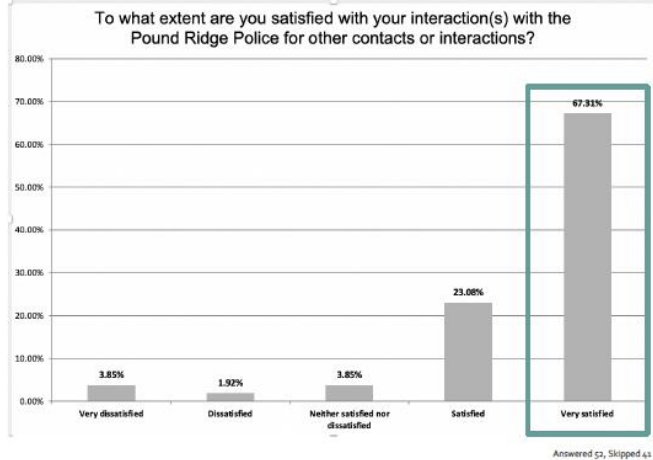
I had a package stolen by my mailbox on the street. But because so did not have a camera outside near the area the police couldn't help further to figure out what happened. My concern is that there is crime in the area and no solution for this situation.

Responsive and handled the situation very well.

About 60% of respondents had some contact with the Pound Ridge Police over the last year for other interactions.



Over 2/3 of those residents were "Very satisfied" with their contact.



- The PD is visible, accessible, and respectful of any questions that I might rise.*
- Chief Ryan and his entire force are approachable and proactive in our small community.*
- We do not have any animal control support from the town*
- Answered questions. Helped with issue immediately. Extremely professional. Easy to talk to - not intimidating.*
- Officers and chief are very respectful and listen intently to my concerns.*
- Great force lead by an amazing Chief.*
- Our police have always taken time to answer my questions and offer solutions. I make a point to introduce myself to our local Police whenever appropriate. They are great! Dave Ryan and his team are the [best]*
- I called for a new PBA sticker and someone dropped it off at my house.*
- Election Day, storm emergency drill, neighbor patrol- stopped to chat and said just making sure we say hello.)*
- As a member of EMS, I have frequent contact. The officers are always professional and helpful-especially in mental health situations.*
- Received needed information in phone call to police department office.*
- Polite and extremely community minded, especially Chief Ryan. Could not be a better member of our community.*
- I wanted to return drugs from a hospice situation and it was explained only pills were taken and another method of disposing liquids was explained. Woman at the desk was friendly and helpful.*
- Volunteer grocery shopping with the Chief for folks who could not go out during the pandemic.*
- Always courteous and helpful.*

Strengths of the Pound Ridge Police Department

In your opinion, what are the strengths & weaknesses of the Pound Ridge Police Department

The Chief sets the tone. His philosophy, principles, and motivation set a high standard for everyone in the Department.

All strengths - discussed in last question. I will add how helpful they are with our community events.

Strengths: willingness to oversee dark houses for safety, Domestic Violence help and advocacy, Sponsoring community interactive activities

I have not had a lot of contact personally with police, but I have heard from other residents very positive things when they've needed the police for various reasons.

Our police department is responsive, kind, goes above and beyond to be helpful to the community for example during storms and around the pandemic. However, I have a very narrow view of the department based on my interactions. I do not know how our police department addresses issues of racial justice like racial profiling or de-escalation training. I would like to learn more and have more communication on this front.

Visible car patrols, respect, friendliness. Chief Ryan is very engaged.

Excellent at controlling large community events, fire works (July 4th), getting better and better at managing Natural disasters, storms when electricity is lost.

The only time I have had contact with the Pound Ridge Police Dept was when there were wires down over the street in front of my house that attached to a pile on my property. There were directing traffic. I spoke with them briefly and thanked them and they were respectful. It's difficult to know how to answer this because I have no other experience of the department and I do believe that community involvement is very important. I would like to know more about the department and officers and their involvement in our community. I love living here and the feeling of community Pound Ridge has. It's really remarkable and very special and it's something we all need to work at to keep it intact.

Our community is well-run and safe. I have had little interaction with the PRP in nearly 30 years living here. To the extent that our police force is responsible, then I am grateful.

I feel that our PD is part of the community family and they truly care about people. I have been very pleased and impressed with the open door mentality and that community concerns are always treated with respect and an open mind.

Strengths of the Pound Ridge Police Department (cont.)

In your opinion, what are the strengths & weaknesses of the Pound Ridge Police Department

So many strengths to name. Well rounded service to all community members, especially our most vulnerable and our children

Very firmly ensconced in the community. People who have lived here a long time know the chief and speak highly of him. We had one issue with a truck incident over a year ago and the team at the police station were amazingly responsive and supportive with paperwork and follow up.

Dave Ryan, our Chief, promotes a very transparent and open dialogue with the community. He is helpful, trustworthy, and effective. He is the heart of our PD and keeps our little town safe.

Openness and fairness in all situations are good strengths. Police are readily visible without being "In Your Face". Both strengths. Do not have any incidents that would highlight weaknesses.

They are active within the community and a real presence. They feel like family and are trusted. I don't know weaknesses.

Strength: readily available, approachable, caring, proactive, friendly

The Pound Ridge Police Dept is fantastic. Always willing to help, regardless of the issue. I have ZERO issues or complaints, and I am sick & tired of people criticizing ANY policemen or women anywhere. Calls to "De-fund" any police department are patently insane, and anyone who thinks this should be forever forbidden from using 911 or asking for help from the Police.

Pound Ridge is a fairly safe community. We do not have the same problems that communities in Southern Westchester have so we have very little interaction with our police department. The interaction with PRPD is positive because we have low crime compared to say Mount Vernon or Yonkers.

Our police are very concerned with our town. While we have low crime rates, we do have some crime and they inform the community to make them aware and explain how to keep themselves safe.

Strengths are in special handling with children, teens, and seniors.

One of the few towns this size with an actual police department. Officers who seem to know the community.

I think they do well overall, but I'm a white female.

Weaknesses of the Pound Ridge Police Department

In your opinion, what are the strengths & weaknesses of the Pound Ridge Police Department

I cannot think of apparent weaknesses other than lack of diversity.

Need more Full-time members.

They can be more active in catching those car brake-ins thief's and car thief's.

More community outreach would help and enlist the public to help where they can .

The job would seem relatively easy in a community that self-polices. Speeding is a huge problem that hasn't been adequately addressed. PR police should issue more summons and patrol more arteries.

have always felt officers to be stand-off-ish, not really willing to engage when asked questions.

Not enough people to patrol the spread-out areas

The need a second car on the over nights.

The Pound Ridge Officers assault elderly residents of Pound Ridge with no reputation and that encourages them they continue their assault against residents... They cover up for the officers brutality even though they are caught on video assaulting a Pound Ridge elderly resident. The Chief of Police actually wrote that his officers were justified anyone viewing the video would disagree. The Police Department covers up for the employees as well making the townhouse a very dangerous place for the residents

They seem to pull over daytime laborers workers for traffic violations at an excessive rate relative to speeding locals/nice care/white collar.

Past experiences (12 years ago) with investigating car thefts and break ins could have been better. Police did not interview us or any of the neighbors about the break ins.

Not enough officers

I don't have a lot of visibility into what they do other than email notifications sent out about car burglaries.

Too many officers and vehicles that necessitate a large budget. Not accessible.

How can the Pound Ridge Police Department better serve our community?

How can the Pound Ridge Police Department better serve our community?

The Pound Ridge community lacks diversity at-large. A more diverse PD would serve the community in many ways.

Diversify its police force, regularly engage with residents in person, and create alternate forum for discussion (not social media)

The police department could be assisted with a forensic social worker who can help to deal with mental illness and emotional/psychological criminals and victims. Also, more efforts to develop the State and County Police understanding of how the best community police work with members of the community effectively.

Give more insight into what they do for us.

Nationwide, there is a desperate need to rethink and probably reform our policing and justice systems. It would help build awareness if PRP can share their perspectives and comment on the progress

It would be helpful if the Police Department outlined how the police spend their time during the day.

Officers should introduce themselves to households they are responsible for. Get to know homeowners .

More walking around in town

One thing I enjoy receiving is the email newsletter from the Pound Ridge Supervisor. I look forward to reading it because it gives me a capsulized and personal message about what's happening in Pound Ridge. Something like this could be a good, easy way to know what's happening with the police department and our community.

More proactive outreach to the community using the town email and website system. There is a little info and communication on the site but one has to actively seek it out. In a town this small, it wouldn't be hard to reach out to a good portion of the population.

They should be more of a presence in town. Maybe "walk the beat" on weekends and late afternoon when more people around.

Possibly a more diverse force, including women.

How can the Pound Ridge Police Department better serve our community?

How can the Pound Ridge Police Department better serve our community?

Be seen more patrolling, not ticketing. Make comm safe, feel safe - break ins, etc. Go easy on residents vs not. Assign officers to neighborhoods

Communication to the public about issues

The question should be, how can our community better serve the Pound Ridge Police Department. The behavior that transpired this summer in NYC and other cities around the country should be condemned as domestic terrorism, and every single participant should be hunted down, arrested and prosecuted to the fullest extent of the law. That was NOT civil disobedience, it was anarchy and domestic terrorism, and it should not have been tolerated for a single say. I commend the Pound Ridge Police Dept for keeping our community safe, and if anything like what happened in NYC ever happened here, I would support the Pound Ridge Police Department using force to shut down any violence immediately -- no questions asked. The fact that anyone tolerated that nonsense this summer is insane. Looting, burning, attacking police -- lock every one of those people up, and throw away the key.

The Pound Ridge Police Department are first responders, and they should be rewarded as such. The fact that some political hack in Albany thinks our Officers need sensitivity training is a waste of taxpayer money. Wake the f**k up.

Arrest speeders. Clamp down on noise nuisance. Roll down the window when passing a walker and say hi.

Get a second car for the midnight shift

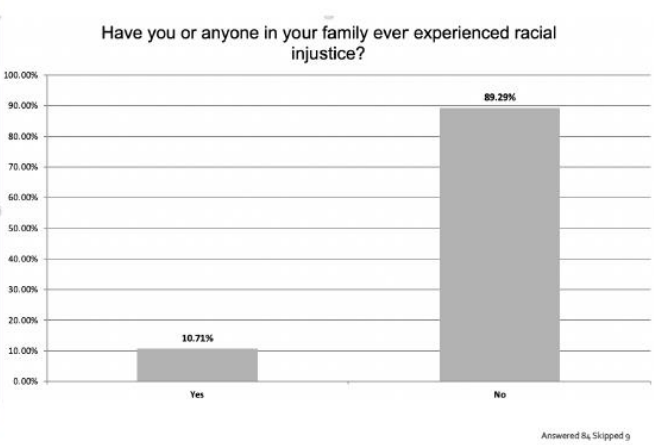
I think they could do a better job communicating to drivers they need to be aware of cyclists and pedestrians. They could use signage, etc...

I don't think they need to do anything differently. It was a huge win to get 24 hour coverage and I would hate to see our force decreased due to defund the police efforts nationally.

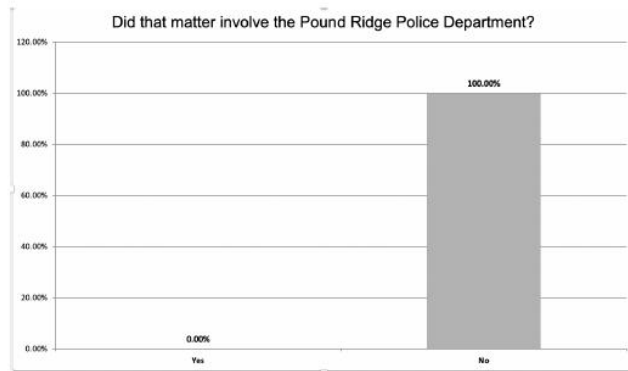
Introduce themselves to residents who live here year round.

I wish we could address the rampant speeding near residential areas.

Just over 10% of Pound Ridge residents have experienced racial injustice.



None of those incidents involved the Pound Ridge Police



Answered: 9, Skipped: 84

Diversity & Our Community

How do we make our community friendlier to diverse populations?

It will take the community to do this...from making sure our photos, literature-images and language-shows diversity, to talking about it perhaps in book discussion

Not sure. I would hope everyone feels comfortable and included, but better to be answered by someone else

Hire Spanish-speaking officers, female officers, and officers of different races and ethnicities.

I was not aware it was unfriendly, but only that it is not diverse. Perhaps a meeting of concerned members of the community could meet to discuss this issue.

I don't see it as a problem in our community.

I think we need a broad conversation on this - not just about policing but housing, transportation, and many other factors.

It all starts in the public schools. Make sure they are inclusive environments, teach the beauty of diversity.

I didn't think we were unfriendly. Due to zoning homes are spaced far apart. Few neighborhoods and many weekenders. Market does a good job of getting people

We have already done so.

I feel that continuing education on diversity is always important and, I have to say that when we were looking for homes I knew nothing about Pound Ridge. It wasn't until I began to look up articles that I learned more and became fascinated by its history and commitment to community. I feel more at home here than any other place I have ever lived and that is something I hope we can always preserve. A community forum could be a way to gather thoughts on this question.

We are open and friendly to all diverse populations, and wish that this issue would not be turned into something larger than it is. Surely there are areas and issues but this is not a universal issue in America today and I sure hope that we don't create one.

I feel strongly that we really need to address our affordable housing on a larger scale than we do. We need to encourage our older and younger populations this is a community that values their presence.

How do we make our community friendlier to diverse populations? (cont.)

Perhaps have celebrations or festivals in the town park or throughout the town of different cultural events.

It would be difficult to be much friendlier.

I think we are a friendly town and do see a diversity of people while shopping in town or driving around. I think getting the word out that Pound Ridge is a great little town will attract more people and probably increase racial diversity. What I don't want to see is the character of PR changing.

Celebrate a diversity of events. It's a great for getting together, so let's extend it to cover the multitude of festivals, etc ideally led by those who understand their meaning and purpose.

Pound Ridge homeowners that are in my cohort are acutely attuned to the corrosive effects of racism, and would welcome a more racially diverse population. Guys driving hot cars too fast is a much bigger threat to our community.

I am a hispanic woman living in Pound Ridge. My neighbors are great, my daughter loves her school, my husband loves it here too. We love attending the events Pound Ridge especially the food trucks at the park where we get to meet more people from this friendly community. Maybe have latin bands play at the Food Truck or other events to get more people mingling and dancing.

One of my Black friends says she gets strange looks from her neighbors when she is in the car with her White husband. I don't know what to do about that. Perhaps have Zoom workshops on bystander intervention and allyship.

Work with real estate companies

I think it starts with the residents and shop owners. People visiting should feel inclusive and comfortable and that will make them want to move here.

We have a very welcoming and accepting community in al areas of race, sexuality etc. As a minority I couldn't think of a better community.

Stop pulling over day laborers for minor traffic violations or things like broken headlight, expired plates, etc... The police seem to prey on them versus enforcing high risk traffic violations like speeding.

Starts with each household, parent, and resident - you cannot mandate friendliness or acceptance. When possible more community events are good, but make them true community events not diversity events that happen in the community.

Parting Thoughts

Is there anything else you would like to share with us about the Pound Ridge Police Department?

I am proud our PD. Since I moved here, I have seen wholesome changes to the PD. The PD deals with tough stuff: murder, suicides, drug abuse, yet remains compassionate to the needs of individuals.

When officers help my spouse locate car keys (which had been placed on the roof of our car), and contact an internet provided during an outage in order to have service restored, I believe they are engaging in community policing. A shout out to Dave Ryan and his team.

No questions about traffic safety! Westchester Ave & trinity pass intersection needs more active oversight. I have seen many vehicles ignore the stop signs or double up when a vehicle passes through and thereby not respect alternate vehicle passage. If I see a patrol car in that vicinity once a year it's a lot. Crossing needs more supervision especially during commuting hours and middle of day.

The police department is a vital to any community and I feel it's important to have tore interactions. Given what's happening in this country it's critical to re-define how communities can work with their police departments collaboratively. We all want the best for this community and dialog is a way to achieve it.

Just be more visible particularly with young people so they know that police are there for them too.

When we first moved here back in the 80s, we were weekenders. My husband and I were in the entertainment business and had a number of black friends who were not always treated well when they visited. Police Blotter in the paper would note a suspicious vehicle in our neighborhood, describing our friend's car. Once a producer came to visit with his son and he took the wrong turn and ended up in Scott's Corners. He recognized his mistake and turned around and came back towards our house. When he passed the PR museum, a police car pulled out and followed him a while before pulling him over and asking him where he was going. Our friend said visiting friends. He was asked our address. He gave it. The police car then followed him the entire way to the house and into our driveway - which is a private drive not visible from the road. I was at first confused, our friend was embarrassed and his son was angry and near tears. He was used to seeing people treat his father with a lot of respect and he was very angry about what had happened. I called later to complain and was told the officer was concerned he was lost and wanted to make sure he got where he was going. If that was his concern, surely he would have led the way as opposed to following him without giving him any information. He was clearly making sure he was going where he said he was going. Apparently two black men in a black Mercedes was suspicious back in 1980. We made the police blotter. We considered moving out of the town, but we loved the beauty of it. But we got the measure of the town - and we stopped inviting black friends up here, not wanting to subject any of them to potentially the same treatment. It was a long time ago.

Where I lived before, our PD was a negative presence, more of an institutional, authoritative approach to all people in the community. When I moved to Pound Ridge, every interaction is extremely welcoming and positive. PRPD should be a model for all community police departments

I can only go on my own experience. The police in PR have always been there for me and my family. I think that Chief Ryan and his team do a remarkable job in keeping our town safe and a good place to live.

Demographics

What is your age group?

Answered: 84 Skipped: 9

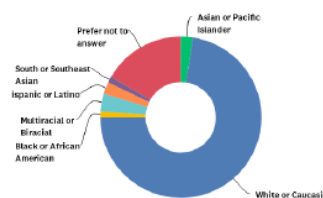
ANSWER CHOICES	RESPONSES
17 years or younger	0.00%
18-29 years	1.19%
30-39 years	4.76%
40-49 years	22.62%
50-59 years	25.00%
60-69 years	18.67%
70+	22.62%
Prefer not to answer	7.14%
TOTAL	

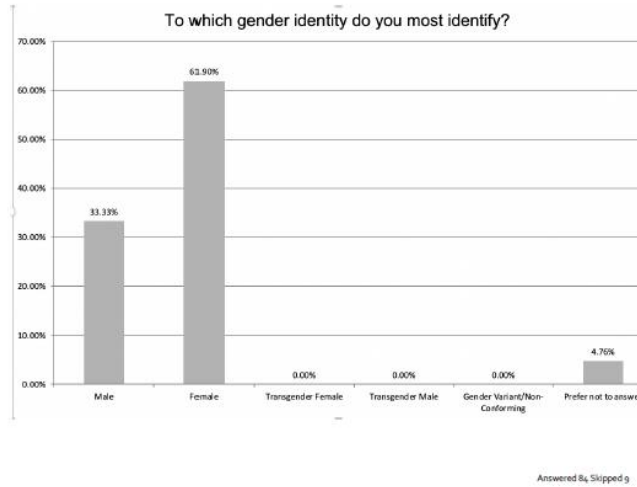
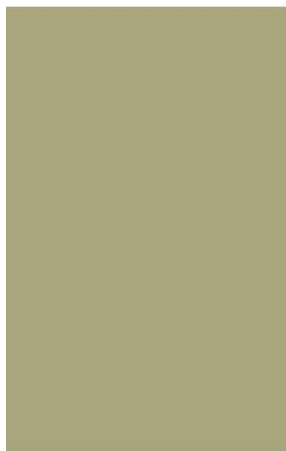
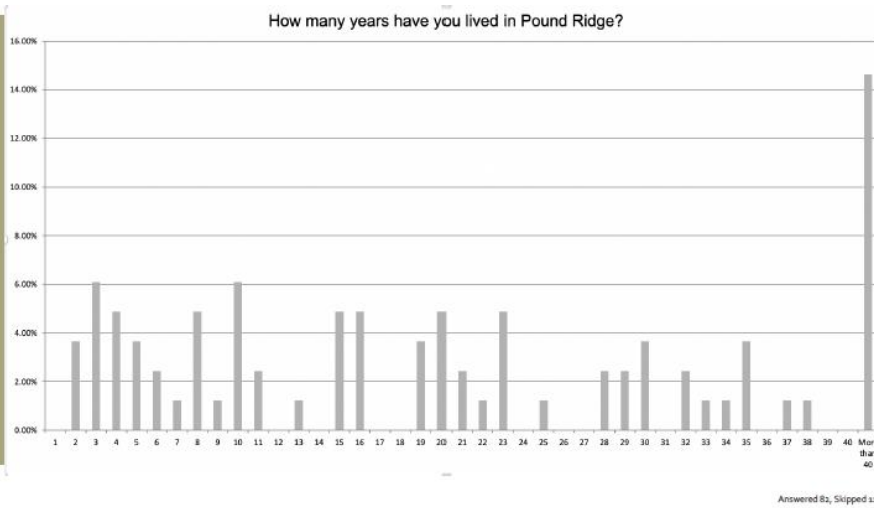
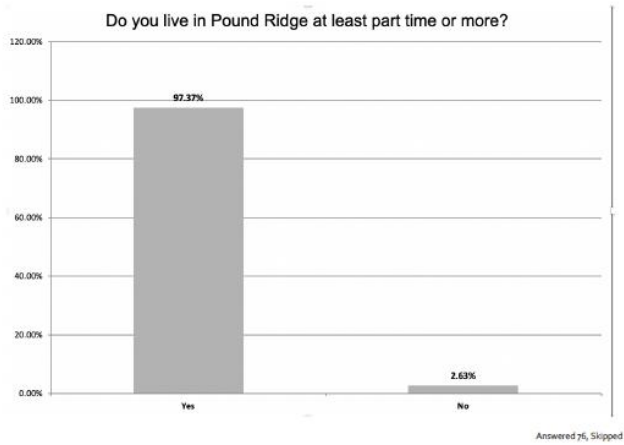
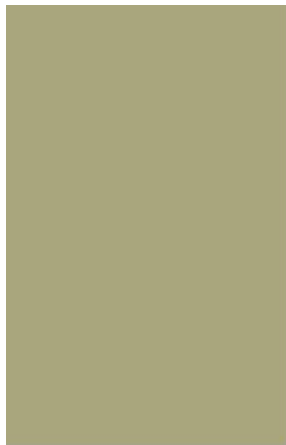


Which of the following best describes your ethnicity?

Answered: 84 Skipped: 9

ANSWER CHOICES	RESPONSES
Asian or Pacific Islander	2.38%
White or Caucasian	72.62%
Black or African American	1.19%
Multiracial or Biracial	3.57%
Hispanic or Latino	2.38%
South or Southeast Asian	1.19%
Native American or Alaska Native	0.00%
A race / ethnicity not listed here	0.00%
Prefer not to answer	18.67%
TOTAL	





Appendix C: Proposed Structure, Committee Charge, and Operations of Human Rights Advisory Committee

Committee Charge: The mission of the Human Rights Advisory Committee is to provide guidance to the Town of Pound Ridge on diversity, equity, and inclusion strategies and policies that improve outcomes for marginalized populations and the community at-large.

Committee Structure & Operation: The 9-member Committee will include two Co-Chairs, a Secretary, Subcommittee Leaders, one Town Board member, and qualified Pound Ridge residents appointed by the majority vote of the Town Board. In the selection of members, the Town Board shall actively seek diverse representation, giving priority and preference to individuals from varying races, religions, genders, sexual orientations, gender identities, abilities, ages, ethnicities, places of origin, and socio-economic backgrounds. Meeting frequency will be determined by the Co-Chairs depending on the workload.

Tasks include:

- 1) Appoint members and identify committee chairs
- 2) Ratify guidelines and bylaws
- 3) Create Strategic Plan that will be presented to the Town Board and used as a benchmark to measure goals and outcomes
- 4) Update Town Board and general public of progress made in regular intervals
- 5) Write an updated Anti-Racism Statement in collaboration with the Town Board
- 6) Make recommendations on hiring practices and employee training and education in diversity and inclusion
- 7) Lead community in thought-provoking discussions and host events that support cultural understanding, mutual respect, and inclusivity
- 8) Assist Town of Pound Ridge in strengthening relationships with local organizations
- 9) Develop and recommend ongoing diversity and inclusion plans, performance measures, and best practices

Appendix D: Proposed Structure of Criminal Justice Review and Advisory Board

Purpose:

The Town of Pound Ridge is committed to preventing bias in our Policing and does not tolerate behaviors or policies that create unfair treatment of citizens based on their race,

ethnicity, religion, sexual orientation or gender identity. The mission of the Pound Ridge Criminal Justice Review and Advisory Board is to ensure policing policies, strategies, processes, and personnel support an active commitment to anti-bias, and serve the needs of a diverse community.

In instances where the board believes individual or institutional bias exists, explicit or implicit, actual or perceived, the board will be empowered to recommend appropriate course of actions to remediate bias. This may include recommendations related to changes in policy, training, hiring, communication, or other recommendations that are deemed corrective in nature.

Structure & Operation:

The board will be comprised of (9) voting members:

Seven (7) civilian residents of Pound Ridge appointed by the Town Board, the Chief of Police or his/her designee and the head of the Police Benevolent Association (PBA). The Town Board should actively seek diverse representation, giving priority and preference to individuals from varying races, religions, ethnicities, genders, sexual orientations, gender identities, abilities, ages, places of origin, and socio-economic backgrounds.

The Town Board may, at its discretion, designate a non-voting Town Board liaison to the CJ RAB.

At the CJ RAB's discretion, other non-voting members may be invited to participate from time to time.

The board will appoint two co-chairs, who will determine meeting frequency depending on the workload.

Key Functions of CJ RAB include:

- 1) Review and suggest modifications, if necessary, of Pound Ridge Police Department policies, on an annual basis.
- 2) Review Police Use of Force incidents that are reported to New York State Department of Criminal Justice Service, bias incidents and others that result in a citizen complaint. The CJ RAB may, at its discretion, review other incidents outside of these parameters.
- 3) Advise and assist Police Chief on development of a communication plan with the community, to ensure all demographics of the community understand the mission, policies, and programs of the Pound Ridge Police Department.
- 4) Seek regular feedback from the community, to obtain feedback about evolving needs, experiences with the PRPD, and opportunities for the PRPD to consider addressing. This may come in the form of regular surveys of the community, including those outside of Pound Ridge that have been involved in incidents in Pound Ridge.
- 5) With the Chief of Police, develop education and/or training that supports our mission of anti-bias policing.
- 6) Monitor national incidents and as needed provide recommendations on policy changes, and/or public statements to the Town Board and/or Chief of Police as a result of incident.
- 7) Keep the town board updated on work and provide transparency to the public including reporting out annually the Committee's goals, objectives and accomplishments.

Appendix E: Work Plan

Pound Ridge Criminal Justice Reform Committee

Work Plan

October 2020-April 2021

Co-Chairs

David Ryan, Pound Ridge Police Chief
Ali Boak, Town Board Member

Members

Wilbur Aldridge (NAACP)
Tina August (Health Care)
Todd Baremore (Technology)
Carla Brand (Town Board)
Ted Childs (Diversity Consultant)
Daphne Everett (Business)
Amy Fishkin (Education)
Alana Fitz (Student)
Burton Guyer (Mental Health)
William Harrington (Town Attorney)
Russell Hernandez (Business)
Pastor Steve Kim (Faith Community)
Frank Luis (DA's Office)
William Malpica (Legal)
Arthur Del Negro (Legal)
Kristin Raniola (Resident)
Namasha Schelling (Resident)
Marisa Sullivan (Resident)
Marteen Terry (Resident)
Judy Troilo (LGBTQ community)

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Member Contact List.....	Page 9

Phase 1: Planning (October/November)				
Task Description	Date	Time/Location	Deadline/Status	Comments
Task 1.1 Create a work plan for your process and identify staff to manage the information gathering and plan development.				
a. Town Board authorizes creation of CJRC and appoints co-chairs	10/13/20		COMPLETED	Chief David Ryan and Ali Boak to serve as co-chairs and manage the information gathering and plan development.
Task 1.2 Convene Key Stakeholders				
a. CJRC members interviewed and appointed by town board	10/19/20		1 st ROUND APPOINTED	ACTION ITEM- 2nd ROUND TO BE APPOINTED 11/10/20
a. Kick off CJRC Meeting- Introductions	10./28/20		COMPLETED	
a. CJRC MEETING to Adopt Workplan	11/4/20	7pm-9pm ZOOM Library (To be confirmed)		Agenda Items 1. Set Communications Protocol 2. Review and Adopt Work Plan 3. Discuss and approve

				information/data sharing plan for committee and public
Task 1.3 Assess Where you are now/gather info on how police dept. currently operates				
a. Presentation on PRPD prepared and shared with public through town board meeting	10/6/20			ACTION ITEM- Needs to be posted on website
b. Share data, policies, procedures, prior complaint history, budget, contacts, equipment, etc. with public				Information to be shared and method of sharing to be determined at 11/4/20 CRJC MEETING

Phase 2: Listening & Learning (November/December)				
Task Description	Date	Time/Location	Deadline/Status	Comments
Task 2.1 Conduct Listening Sessions with the Public				
a. CJRC MEETING to develop schedule, format, and outreach strategy for 4 public listening sessions	11/9/20	7pm-9pm ZOOM Library (To be confirmed)		NOTE: CRJC MEETING TO BE HELD ON MONDAY AS WEDNESDAY IS VETERANS DAY. THIS WILL ALSO ALLOW US TO GET TOWN BOARD APPROVAL TO HOLD PUBLIC LISTENING SESSIONS
b. Seek Town Board approval to hold 4 public listening sessions including a way for people to submit comments/information in writing	11/10/20	8pm Pound Ridge Town House		
c. Hold 4 public listening sessions	November December			Exact dates to be determined by CRJC Committee

d. CJRC MEETING to debrief from listening sessions and engage experts as needed	12/16/20	7pm-9pm ZOOM Library (To be confirmed)		HOLIDAY CELEBRATION TO FOLLOW!
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Phase 3: Drafting a Plan (January/February 2021)				
Task Description	Date	Time/Location	Deadline/Status	Comments
Task 3.1 Identify Areas of Focus				
a. CJRC MEETING to determine major areas of focus for Reinvention Plan.	1/6/21	7pm-9pm ZOOM Library (To be confirmed)		Goal for this meeting is to create outline for Reinvention Plan
Task 3.2 Identify Measurable Goals				
a. CJRC MEETING to identify what success will look like in the short and long term for each area of focus.	1/13/21	7pm-9pm ZOOM Library (To be confirmed)		Goal for this meeting is to identify measurable goals for each major area of focus.
Task 3.3 Draft Reinvention Plan				
a. CJRC MEETING to develop strategy and tactical plan	1./20/21	7pm-9pm ZOOM Library (To be confirmed)		Goal for this meeting is to assign members of CJRC responsibility for

for revising policies and drafting plan				drafting various aspects of the Reinvension Plan outline.
b. CJRC MEETING to draft Reinvension Plan	2/3/21	7pm-9pm ZOOM Library (To be confirmed)		Work will need to be done in between meetings.
c. CJRC MEETING to draft Reinvension Plan	2/10/21	7pm-9pm ZOOM Library (To be confirmed)		Work will need to be done in between meetings.
d. CJRC MEETING to review internal draft of Reinvension Plan	2/17/21	7pm-9pm ZOOM Library (To be confirmed)		Goal for this meeting is to approve draft to release for public comment.
Task 3.4 Keep Public Engaged				
a. CJRC MEETING to develop plan to keep public informed of progress and plan to solicit feedback on draft	1/27/21	7pm-9pm ZOOM Library (To be confirmed)		

Phase 4: Public Comment/Ratification (February/March 2021)				
Task Description	Date	Time/Location	Deadline/Status	Comments
Task 4.1 Release Draft Plan for Public Comment				
a. CJRC to present plan to town board and public.	3/9/21	8pm		NOTE: This is a Tuesday to coincide with Pound Ridge Town Board Meeting
b. Disseminate draft plan to public and accept feedback.	Week of 3/1/21			2 week comment period
b. CJRC MEETING to discuss public comments/feedback and revise Reinvention Plan.	3/17/21	7pm-9pm ZOOM Library (To be confirmed)		Work will need to be done in between meetings.
c. CJRC MEETING to draft revise Reinvention Plan.	1/24/21	7pm-9pm ZOOM Library (To be confirmed)		Work will need to be done in between meetings.
d. Reinvention Plan to be adopted by Town Board on March 30, 2021 by special meeting of Town Board.	3/30/21	8pm		Celebration Party!
e. Certify Plan with NYS				

Calendar of Meetings

Date	Time	Meeting Description	Meeting Location
Wednesday, Nov. 2, 2020	7pm-9pm	CJRC Meeting	ZOOM/Library (TBD)
Wednesday, Nov. 9, 2020	7pm-9pm	CJRC Meeting	ZOOM/Library (TBD)
Tuesday November 10, 2020	8pm	Town Board Meeting	ZOOM/Pound Ridge Town House (179 Westchester Avenue)
Wednesday, December 2, 2020	7:30pm-830pm	Public Listening Session #1	ZOOM
Monday, December 3, 2020	10am-2pm	One-on-One in person meetings	Town House
Saturday, December 5, 2020	9am-10am	Public Listening Session #2	ZOOM
Monday, December 7, 2020	Noon-4pm	One-on-One in person meetings	Town House
Tuesday, December 8, 2020	8am-Noon	One-on-One in person meetings	Town House
Thursday, December 10, 2020	5pm-9pm	One-on-One in person meetings	Town House
TBD	TBD	Public Listening Session #4	TBD
Wednesday, Dec. 16, 2020	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, January 6, 2021	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, January 13, 2021	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, January 20, 2021	7pm-9pm	CJRC Meeting	ZOOM

Wednesday, February 3, 2021	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, February 10, 2021	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, February 17, 2021	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, February 24, 2021	7pm-9pm	CJRC Meeting	ZOOM
Wednesday, March 3, 2021	7pm-10pm	CJRC Meeting	ZOOM
Tuesday, March 9, 2021	8pm	Town Board Meeting: Present Draft Plan	ZOOM/Pound Ridge Town House (179 Westchester Avenue)
Wednesday, March 10, 2021	8pm	Meeting to Review Public Comments	ZOOM
Wednesday, March 24, 2021	7pm	Meeting with members of Pound Ridge Police Department and PBA rep	ZOOM
Monday, March 29, 2021	7pm	Review Public Comments	ZOOM
Tuesday, March 30, 2021	8pm	Town Board Meeting: Plan Adoption	ZOOM/Pound Ridge Town House (179 Westchester Avenue)

Appendix F: Demographics of Arrests



Law Enforcement Strategies to Build Trust

- Historical Data
 - Since 1/1/2004 (New RMS System) ---1,149 Arrests
 - 88.8% W (1,020)
 - 6.3% B (73)
 - 2.4% NR (28)
 - 1.7% A (19)
 - .79% NA or U (9)
- Diversion Programs
 - The MOST appropriate Mechanisms to address certain conduct
 - What are the alternatives to the criminal justice system
- Restorative Justice Programs
 - Meaningful chance to respond to conflict outside of courtroom process
 - Mediation
 - Mutually Acceptable Resolutions
- How we approach criminal conduct
 - Is there a victim other than defendant
 - How can we intervene rather than arrest

Appendix G: Table of Contents of Policies

TOWN OF POUND RIDGE POLICE

DEPARTMENT MANUAL

This is the Table of Contents from the Town of Pound Ridge Police Department Manual. The last full review by the Chief of Police David M. Ryan was January 19,

TABLE OF CONTENTS

1. Article 1 – ORGANIZATION
2. Article 2 – DUTIES OF CHIEF OF POLICE
3. Article 3 – DUTIES OF PATROL SUPERVISOR
4. Article 4 – DUTIES OF SERGEANT IN CHARGE OF INVESTIGATIONS
5. Article 5 – DUTIES OF LIEUTENANT
6. Article 6 – DUTIES OF SUPERVISORY PERSONNEL
7. Article 7 – DUTIES OF DEPARTMENT MEMBERS
8. Article 8 – DUTIES OF PATROL OFFICERS
9. Article 9 – DUTIES OF DETECTIVES
10. Article 10 – AUTHORITY AND COMMAND
11. Article 11 – DUTIES OF CIVILIAN MEMBERS
12. General Order 001 – USE OF FORCE
13. General Order 002 – MISSING PERSONS
14. General Order 003 – DOMESTIC VIOLENCE
15. General Order 004 – MENTAL ILLNESS RESPONSE
16. General Order 005 – HOSTAGE / BARRICADED SITUATIONS
17. General Order 006 – HANDLING BOMBS / IED / EXPLOSIVE INCIDENTS
18. General Order 007 – COMMUNICABLE DISEASES / HUMAN BITES
19. General Order 008 – ABANDONED VEHICLES
20. General Order 009 – UNIFORMS / PERSONAL HYGIENE
21. General Order 010 – DEPARTMENT VEHICLES / EQUIPMENT
22. General Order 011 – CRIMINAL INVESTIGATIONS
23. General Order 012 – USE OF INFORMANTS
24. **General Order 013 – JUVENILES / RAISE THE AGE**
25. General Order 014 – PATROL COVERAGE
26. General Order 015 – HUNTING COMPLAINTS
27. General Order 016 – DEER MANAGEMENT PROGRAM POLICY
28. General Order 017 – VEHICLE IMPOUNDS
29. General Order 018 – DO NOT RESUSITATE ORDERS
30. General Order 019 – HANDLING OF DIPLOMATS
31. General Order 020 – DISPOSAL OF DEER KILLED BY COLLISION
32. General Order 021 – TRAFFIC ENFORCEMENT / SPEED MEASURING
33. General Order 022 – NOTIFICATIONS OF NEXT OF KIN
34. General Order 023 – PROPERTY AND EVIDENCE
35. General Order 024 – COMMAND POSTS / INCIDENT COMMAND SYSTEM
36. General Order 025 – BIAS FREE POLICING POLICY
37. General Order 026 – INVESTIGATION / LAW ENFORCEMENT MEMBER
38. General Order 027 – MUTUAL AID
39. General Order 028 – SEX OFFENDERS
40. General Order 029 – ILLEGAL POSSSSION ALCOHOLIC BEVERAGE
41. General Order 030 – PARKING ENFORCEMENT
42. General Order 031 – VEHICLE PURSUIT POLICY

Appendix H: Communications Protocol

1. Each committee member will make a good faith effort to attend each committee meeting. If a committee member is unable to attend it is their responsibility to watch the recorded meetings which will be posted on the Town website: <https://www.townofpoundridge.com/boardsandcommissions/criminal-justice-reform-committee>.
2. All meetings are open to the public.
3. Meetings will be recorded and posted on the Town of Pound Ridge's Website unless otherwise noted.
4. Meeting agendas will be set by the co-chairs. Please email the co-chairs if you would like to have an item considered for the agenda.
5. Adhere to professional and respectful behavior during meetings. Do not use inflammatory language or engage in bullying, inappropriate or intimidating behavior.
6. Meeting members are expected to be transparent with each other, and limits side bar conversations that aren't furthering the committee's goals.
7. If you have any issue, problem, or question, please bring it to the attention of one or both of the co-chairs.

Core Values

- transparency
- there are no dumb questions
- honest/open
- social justice
- human rights perspective

Appendix I: Information and Data Sharing Plan

Criminal Justice Reform Committee Information/Data Sharing Plan

Task 1.3 is to assess where your Police Department is not and to gather information on how the police department currently operates.

1. Data

Presentation by Chief David Ryan and Todd Baremore

2. Policies (Existing Policies. Does not include policies to be developed.)

- 2.1 Body Cameras
- 2.2 Duty to Intervene
- 2.3 Use of Force
- 2.4 Officer Misconduct/ Complaint process
- 2.5 Mental Health

3. Prior Complaint History

4. Budget

5 Years to be provided.

5. Contracts

- 5.1 Radio Contract
- 5.2 Phone recording contract
- 5.3 Annual Training contracts

6. Equipment

Presentation by Chief David Ryan

7. Other

APPENDIX B

NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE PLAN CERTIFICATION FORM

Instructions: The Chief Executive of each local government must complete and submit this certification and a copy of their Plan to the Director of the New York State Division of the Budget on or before April 1, 2021 at E0203Certification@budget.ny.gov.

I, Kevin C. Hansen as the Chief Executive of Town of Pound Ridge (the "Local Government"), hereby certify the following pursuant to Executive Order No. 203 issued by Governor Andrew M. Cuomo on June 12, 2020:

- The Local Government has performed a comprehensive review of current police force deployments, strategies, policies, procedures, and practices;
- The Local Government has developed a plan, attached hereto, to improve such deployments, strategies, policies, procedures, and practices (the "Plan");
- The Local Government has consulted with stakeholders (including but not limited to: membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials) regarding the Plan;
- The Local Government has offered the Plan in draft form for public comment to all citizens in the locality and, prior to adoption of the Plan by the local legislative body, has considered the comments submitted; and
- The legislative body of the Local Government has ratified or adopted the Plan by local law or resolution.

Kevin C. Hansen
Name

K. C. Hansen
Signature

Supervisor
Title

3/31/2021
Date