

New York State Executive Order No. 203



***POLICE REFORM AND REINVENTION
PLAN***

TABLE OF CONTENTS

PREFACE	4
History of the Livingston County Sheriff's Office	4
Mission Statement	5
DEPLOYMENTS	6
Police Services Bureau	7
Correctional Services Bureau	8
Communications Bureau	9
Professional Standards Bureau	10
STRATEGIES	11
POLICIES AND PROCEDURES	13
PRACTICES	20

****INFORMATION TO MEET NYS EXECUTIVE ORDER
203 – POLICE REFORM AND REIVENTION****

“THE PLAN”

LCSO COMMITMENTS	25
GOALS AND MEASUREABLE OBJECTIVES TO POLICE REFORM GOALS 1-5	29
Conclusion	35
Appendices – Figure 1	36

PREFACE

In compliance with New York State Governor Andrew Cuomo's Executive Order No. 203, issued on June 12, 2020, the New York State Police Reform and Reinvention Collaborative for the Livingston County Sheriff's Office has developed the following plan. This plan includes a comprehensive review of current police force deployments, strategies, policies, procedures, and practices for the purposes of addressing the particular needs of the communities being served. The Executive Order requires each local government to adopt a policing reform plan by April 1, 2021.

The comprehensive plan is also to be reviewed by community stakeholders who will provide input in areas of evidence based policing strategies to include, but not limited to: policies, procedural justice, implicit bias awareness training, de-escalation training, law enforcement assisted diversion programs, community based outreach, and problem-oriented policing.

Once this plan has been created in conjunction with community stakeholders, it shall be offered for public comment to all citizens in the locality.

Upon completion of the public review and comment process, the plan is to be presented to the local legislative body to be ratified and adopted by local law or resolution.

History of The Livingston County Sheriff's Office

On February 23, 1821, the County of Livingston was formed and in turn the Livingston County Sheriff's Office was created. Gideon T. Jenkins, from Leicester, was honored to become the first Sheriff of Livingston County, his appointment being made on February 26, 1821. D. Sayre Beam, who was the 43rd Sheriff of Livingston County and served from 1937 until 1943, is credited for implementing Livingston County's first patrol car and also the first two way radio communications system. Sheriff Beam also introduced the first training school for deputies and police officers, which included instructors from the FBI and Buffalo Police Department.

Since its inception, the Livingston County Sheriff's Office has developed into a full-service law enforcement agency employing 107 full time and 64 part time sworn police and correction officers and 27 full time and 17 part time civilian employees. The Sheriff's Office provides Patrol, Criminal Investigations, Court Security, Civil Process, Campus Security at Murray Hill, and operates the Livingston County Jail. Additionally, the Sheriff's Office also has a Communications Bureau that is comprised of Sheriff's Office Communications (administration contacts, records division contacts, calls for requests for Deputies etc.), as well as the Livingston County 911 Center (E-911) dispatching all police, EMS and fire services in the 17 towns and 9 villages that make up Livingston County.

Sheriff John M. York, who was the 49th Sheriff of Livingston County and served as Sheriff from 1989-2013, is credited with bringing full accreditation to the Sheriff's Office. The Sheriff's Office was also the first Sheriff's Office in the State to be accredited in every division possible. Police Services in 1997, Corrections in 1997, Civil in 1998, Communications in 2003, and Court Security in 2005.

On November 5, 2013, Sheriff Thomas J. Dougherty was elected as the 50th Sheriff of Livingston County. Under Sheriff Dougherty's leadership the Sheriff's Office has become very proactive and progressive in finding new ways and technology to fight crime and focuses on Community Oriented Policing to collaborate with the residents we partner with to make Livingston County a safer County. Although the Sheriff's Office has changed with the growing needs and challenges of keeping the County as safe as possible, the core values and mission has remained steadfast for nearly 200 years.

Mission Statement

OUR MISSION- To deliver excellent service to the residents and visitors of Livingston County. In partnership with our residents, we will serve with commitment, transparency, integrity, compassion, accountability, professionalism, and trust.

Deployments

Police Services Bureau

Patrol Division

The Patrol Division is comprised of Patrol, STOP-DWI, Commercial Vehicle Enforcement and Marine Patrol. The Patrol Division is the most visible component of the Sheriff's Office. The bulk of the sworn police officers in the LCSO conduct patrol operations. The Patrol Division has primary jurisdiction throughout Livingston County. They provide patrol services to the towns and villages. They also assist other police agencies as needed. For patrol assignments, the County is divided into 4 zones. Patrol cars are deployed based on several factors. If more cars are available, they can be deployed to busy service areas or utilized for special assignments. At a minimum, one patrol car is assigned to cover each zone. Additionally, two cars may be assigned to Operation Safe Interstate.

Criminal Investigations Division

The Criminal Investigation Division (CID) is responsible for investigating serious crimes throughout Livingston County. They are highly trained investigators responsible for investigating crimes ranging from Burglary to Homicide. They often work in conjunction with other local, state, and federal law enforcement agencies. Additionally, the division is staffed with Juvenile and Narcotics Investigators.

Drug Task Force

The Livingston County Drug Task Force (DTF) is comprised of highly trained investigators whose primary role is to address drug problems throughout Livingston County. The DTF is also made up of members of partnering local, state, and federal law enforcement agencies.

School Resource Deputies

The Sheriff's Office also deploys School Resource Deputies (SRD) to the school districts within the County and Genesee Valley BOCES. These specially trained deputies are responsible for ensuring the safety of all students. Initially, SRDs were deployed in the wake of mass school shootings throughout the country in an effort to provide additional safety measures. Their original role has grown a great deal over the years. These deputies spend a great deal of time with students and often assist teachers with classroom presentations. These unique positions give deputy sheriffs the opportunity to engage not only with the students, but with parents as well. They are able to work closely with teachers and administrators to develop conflict resolution strategies. They remain proactive in keeping students on the correct path and offer early intervention solutions. They are not involved in school district disciplinary action but rather try to encourage positive behaviors with the students. In addition to the SRDs on the campus, patrol deputies routinely perform checks of the school and stop by periodically to interact with students and faculty.

Murray Hill Campus / Government Center

Several deputies are assigned to the Murray Hill Campus located in Mt. Morris. Livingston County Social Service Department as well as many other county offices are located here. These offices are often vulnerable to threats from unhappy clients.

Deputies are also assigned to the Livingston County Government Center. At the Government Center deputies provide security screening for all visitors to the building as well as roving patrols, response to incidents and escorts.

Correctional Services Bureau

Jail Division

The Livingston County Sheriff's Office is responsible for providing a safe and secure jail to house inmates who have pending court cases or who are serving a court imposed sentence. Each day, the Jail Division is entrusted with safeguarding the lives and property of up to 194 people.

This is accomplished by providing a secure facility but also by exceeding the standards set forth by the New York State Commission of Corrections (SCOC) for county jails and penitentiaries. Medical care in the jail is provided through a contracted provider, with great attention paid to mental as well as physical health. In-house medical services provided to the inmate population include 24-hour medical care, psychiatric care, mental health counseling, dental care, and eye care.

The Jail Division is fully dedicated to the citizens of this community in its efforts to provide and maintain a safe and secure facility in which to lawfully detain and house inmates. The LCSO fully recognizes its responsibility to the citizens of this community to operate this facility in the most cost-effective manner possible.

The purpose of the Livingston County Jail is to lawfully detain individuals charged with any violation of Federal, State or other applicable law. All inmates entrusted to the custody of the Sheriff are treated fairly and justly without regard to their race, gender, religion, or age. The health, safety and well-being of these individuals are maintained by providing adequate medical/mental health care, nutritional diets, and various skills development opportunities. The LCSO is committed to maintaining a professional and well-trained staff which will uphold the State and U.S. Constitution, and comply with the minimum standards set forth by the New York State Commission of Corrections (NYSCOC). The Jail Division is the largest division within the Livingston County Sheriff's Office. The Jail Division recognizes that the correctional staff is a critical component in the safe and efficient operation of the facility and in accomplishing its objectives. The members will effectively operate this facility in a manner which ensures the

highest level of security. This is accomplished by adhering to proper supervision of inmates, security management, and facility control. The Livingston County Sheriff's Office is committed to providing its members with the necessary resources needed to perform their duties.

Court Security Division

The Sheriff's Office, under contract with NYS, provides security at the Livingston County Courthouse. Sheriff's Office members are trained in dignitary protections, building security and screening processes to ensure the judges, magistrates, court employees, litigants and visitors can carry out justice in the confines of the courthouse safely and securely.

Communications Bureau

The Livingston County Sheriff's Communications Center is the primary Public Safety Answering Point in Livingston County for all land line 911 calls. Any 911 call that is placed through a cellular device from anywhere in Livingston County is received by the Communications Center as well. Once these calls are received, dispatchers are then able to dispatch calls for service to law enforcement, ambulance and fire companies. This center is staffed 24 hours a day seven days a week with certified, trained professionals that have the ability to send the proper first responder quickly. As calls come in to the Communications Center, dispatchers work diligently to ensure an appropriate emergency response if necessary.

In addition to dispatching calls, the Center accurately records units involved in each incident and ensures that only the necessary units are at each call. This is important as police protection needs to continue being available even when there is a large, manpower consuming incident occurring.

The Communications Center also fields non-emergency calls and is able to direct callers to the appropriate point of contact.

Professional Standards Bureau

The Professional Standards Bureau has oversight of all special teams and units supporting the Sheriff's Office mission. Special teams/units include the K9 Unit, Crisis Negotiations Team, Drug Recognition Expert Unit, SWAT Team, Drone Unit, Firearms Unit, Honor Guard, Jail Fire Brigade, Snowmobile Unit, Mounted Patrol, Sonar Unit and Underwater Search and Recovery Team.

The Professional Standards Bureau also oversees hiring, promotion and discipline procedures as well as grant administration and accreditation management.

Civil Division

The Sheriff's Office Civil Division is responsible for providing proper service and execution of all received civil process. This is accomplished in compliance with New York State Civil Service Law and Rules and policy and procedure as set forth by the Livingston County Sheriff's Office.

STRATEGIES

The Livingston County Sheriff's Office utilizes several strategies to effectively provide law enforcement services to our community. Many of those strategies are not only directed at targeting crime, but are also developed to ensure the community has the necessary resources offered by the Sheriff's Office. The LCSO believes in transparency and sharing as much information as possible with the public. It has always been our goal to work together with the community to provide better service and promote public safety.

NYS Accreditation

Accreditation in New York State provides a framework of best practices and operational standards to be followed by the divisions of the Sheriff's Office. At the Sheriff's Office, accreditation has been achieved in every division and is administered by the New York State Department of Criminal Justice Services and the New York State Sheriffs' Association. During the accreditation process, these divisions must submit to an independent outside examination and review to ensure the following:

- 1 – That the division has policies and procedures in place to address specific areas of the operational, administration and training process at the Sheriff's Office.
- 2 - That the policies in place meet the standards which have been set by the outside oversight agency.
- 3 - That the division has implemented and continues to follow the policies that have been established for that specific division.

In addition to the process of becoming accredited, the Sheriff's Office has committed to maintaining accreditation by having subject matter experts on staff to continually monitor and update accreditation files. This involves the constant

review of policy and procedure as well as observing the process for each division to ensure that policies are followed. When a policy is not being followed, corrective action is implemented by the subject matter expert in that division. This process assists in the safeguarding of life and property by ensuring that specific policies are implemented and followed. While not every situation can be accounted for in a policy, policies provide the framework for guidance in most situations. In order for a policy to be enacted at the LCSO, a written policy is reviewed by the subject matter experts as well as the entire division leader staff and command staff. This ensures the policy receives the utmost scrutiny. Only after the completion of this process will the Sheriff implement the policy.

Targeted Patrol Enforcement

The Patrol Division at the Sheriff's Office not only responds to calls for service, but also provides proactive patrolling as a deterrent to crime. These efforts can also lead to the interruption of crimes in progress. When not responding to service calls, deputies are encouraged to patrol their area of responsibility to look for suspicious activity. The patrol area for the Sheriff's Office is vast so marked patrol cars are often responsible for covering multiple areas.

With coverage areas being so large, we utilize targeted and directed enforcement to combat problem areas. We receive complaints from the public regarding traffic concerns regularly. Those concerns are passed to the Patrol Division for increased enforcement efforts.

Social Media

The Livingston County Sheriff's Office has found great value in Social Media. Currently, the Sheriff's Office utilizes Facebook, Twitter, Instagram and YouTube. With over 42,000 followers combined across all platforms, this outreach tool has proved to be invaluable with regard to connecting with residents and visitors of Livingston County.

Social Media is used to push out press releases, photos of deputies out in the community, crime and safety tips, missing children, recruitment, and highlight events that are occurring throughout Livingston County. Most importantly, the use of social media has allowed our agency to be transparent in all we are involved in. We allow for community interaction on our pages and use feedback as a way to evaluate the needs of our community.

POLICIES AND PROCEDURES

As part of this endeavor, the Livingston County Sheriff's Office reviewed the policy and procedural manual across all divisions to determine if any changes were necessary. As part of our NYS Accreditation, we are required to review policies annually. The below policies were specifically reviewed as they relate to this police reform initiative.

- A01 – Mission Statement
- A19 – General Rules of Conduct
- A22 – Use of Force
 - A22a – Firearms Use
 - A23 – Use of less lethal weapons
 - A23a – Taser Deployment
 - A24 – Use of Force Report
 - A25 – Firearms Discharge
- A31 – Community Relations
 - O2a – Racial Profiling

Use of Force

The use of force by any member of the Sheriff's Office is governed by NYS Penal Law Article 35 which provides for the justification of such force. The policy

of LCSO is more restrictive than the regulations established by NYS law. The LCSO also adheres to the model policy created by the New York State Municipal Police Training Council.

One change made to the LCSO policy regarding use of force was to ban chokeholds as a method of gaining control, although the use of chokeholds has never been taught to any member of the office. Chokeholds have long been removed from training curriculums and are not a matter of practice for today's law enforcement members.

The LCSO is obligated to report specific use of force incidents to the DCJS repository if they meet certain criteria. The criteria include: the use of a chemical agent (pepper spray), the use of a firearm, the use of an electronic control weapon (Taser), the use of a chokehold, or any force which resulted in death or serious bodily injury as defined by the NYS Penal Law. Prior to NYS requiring the reporting of use of force incidents, the Sheriff's Office regularly reported use of force incidents to the FBI for statistical gathering.

Any use of force incident by any sworn member of the LCSO is thoroughly reviewed by an administrative team to determine whether the force used was appropriate, justified, and authorized by law and policy.

Recruitment, Selection, and Appointment

It is the policy of the Sheriff's Office to recruit and select the highest caliber of candidates for the position of Deputy Sheriff and to do so in accordance with the New York State Civil Service Law as administered by the Livingston County Personnel Department. The Office hires qualified candidates utilizing fair and impartial recruitment practices which do not discriminate on the basis of sex, race, creed, color, age, religion, ethnicity, national origin, or physical impairment. The LCSO is an Equal Opportunity Employer and shall maintain policies and procedures to ensure this result.

To be eligible for permanent appointment, candidates must meet the prescribed standards set forth by the New York State Bureau for Municipal Police and the Civil Service Commission. Eligible candidates must pass a written exam administered by Civil Service. All patrol candidates must satisfactorily complete a physical agility test, which tests candidates using current, accepted standards as determined by the Division of Criminal Justice Services. The candidate is also

given a physical examination by a licensed physician in accordance with the current standards prescribed by the Municipal Police Training Council. When such physical examination has not been conducted in the course of civil service testing, as in the case of some transfer candidates, the same standards and procedures are applied.

Candidates who have successfully completed the recruitment process are required to participate in an oral interview conducted by the supervisors or their designees of the desired division/unit. The oral interview employs a set of uniform questions and the results obtained are recorded on standardized forms. Successful candidates then submit to a psychological assessment, drug screening and polygraph interview. A thorough background investigation is conducted on each person on the eligibility list. Candidates must complete and submit a background questionnaire and be fingerprinted and photographed. The background investigation includes, but is not limited to, investigation into the candidate's residence, family, education, military background, previous employment history, social contacts, social media, physical and emotional health, credit history, organizations and affiliations, and motor vehicle crashes and criminal history inquiries.

Affirmative Action

It is the policy of the LCSO to provide equal employment to all people without regard to race, color, sex, religion, age, national origin, disability, or Veteran status. The Sheriff's Office goal is to encourage minorities and women to apply for departmental positions. The Sheriff's Office is committed to keeping Affirmative Action considerations an integral part of all agency activities performed in the furtherance of our mission and in meeting our responsibilities to the citizens.

Discrimination

It is the policy of the LCSO that no person may use race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status, or lawful source of income in the course of their duties.

Training

The Livingston County Sheriff's Office has long been committed to providing the best training possible for our Deputy Sheriffs so they can deliver the best service to the community. NYS Accreditation mandates not only initial training, but mandatory annual in-service training by members of law enforcement. At a minimum, police officers must receive twenty-one hours of in-service training each year in the areas of Use of Force, Firearms, and Legal Updates.

The requirements of the LCSO training exceed the minimum requirements set forth by NYS Accreditation. All training is conducted by NYS certified instructors.

In addition to the topics above, moving forward, the Sheriff's Office is committed to ensuring that our deputies receive annual training in Implicit Bias, De-escalation Techniques and Dealing with Persons with Disabilities.

Currently the LCSO is working in conjunction with the Board of Supervisors and County Administration to build a training complex to take our training to the next level.

Performance Evaluations

It is the policy of the Livingston County Sheriff's Office to recognize the value of our members and to stimulate them to excellence by evaluating their performance, recognizing their abilities and strengths and documenting their deficiencies and working together to fix them. Supervisors of the Livingston County Sheriff's Office are required to conduct annual evaluations of their subordinates. Performance evaluations assist in the administration of the personnel performance system, which includes the principles of retaining members on the basis and adequacy of their performance, correcting inadequate performance, and dismissing employees whose inadequate performance cannot

be corrected. Subordinates are also required to evaluate their supervisors which creates a conversation and ultimately better teamwork.

Discipline

Members of the Sheriff's Office who violate any federal, state, or local laws, or who violate the Rules and Regulations of the Sheriff's Office, are subject to disciplinary action up to and including termination.

The execution of disciplinary action is governed by Article 75 of the Civil Service Law. Any member whose employment is terminated for cause or who chooses to resign prior to facing disciplinary charges is subject to a decertification process by NYS law. When this occurs, the agency must notify DCJS who maintains the police officer registry and submit paperwork to remove the member's certification.

Handling Complaints

It is the policy of the LCSO that every complaint that can be properly resolved by the Patrol Division should be so handled without regard to race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status or lawful source of income. Exceptions to this policy shall be limited to those complaints where efficiency demands specialized assistance such as cases which require extensive investigation, both in time and expertise for their solution or, by their inherent nature, necessitate investigation by a separate division.

Investigating Hate Crimes

It is the policy of the LCSO to employ the necessary resources and necessary law enforcement action to identify and arrest hate crime perpetrators.

Any acts or threats of violence, property damage, harassment, intimidation or other crimes motivated by hate and bias and designed to infringe upon the rights of individuals are given a high priority by the Sheriff's Office.

Patrol Procedures

Patrol Deputies are assigned to specific patrol areas/zones on a daily basis. Patrol Deputies will perform their duties and conduct themselves at all times in a professional, courteous, polite and efficient manner.

Prohibition Regarding Racial Profiling and Other Bias Based Policing

The Livingston County Sheriff's Office expressly prohibits racial profiling or other bias based policing. The LCSO is committed to observing, upholding, and enforcing all laws relating to the individual rights of all persons. Members will respect and protect each person's human rights and comply with all laws relating to human rights. In addition to respect for those human rights prescribed by law, members will treat all persons with the courtesy and dignity inherently due to every person as a human being. Members will act, speak, and conduct themselves in a professional manner and maintain a courteous attitude in all contacts with the public. It is a fundamental duty of every member to be vigilant in the investigation of unusual or suspicious occurrences, detect violations of the law, safeguard lives and property, guarantee all persons fair and equal treatment under the law, and ensure that the rights of all persons are protected. In meeting these duties, the Livingston County Sheriff's Office remains committed to working actively with all communities throughout Livingston County. Members are expressly prohibited from engaging in racial profiling or bias based policing activities. Members making routine or spontaneous law enforcement decisions, such as investigatory stops, traffic stops and arrests, may not use race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status, or lawful source of income as part of their decision making process. Members may only rely on these listed characteristics in a specific suspect description. Members must be able to clearly articulate the specific police or public safety purpose of any traffic or other stop. Members will immediately

report to a supervisor any observed violations of the policies and procedures established under this directive.

Professional Conduct

It shall be the policy of the LCSO to fully investigate complaints against the office and its members. It shall also be the policy of the LCSO to reach a prompt resolution of such complaints or allegations after an objective and impartial investigation. While maintaining the credibility and integrity of the Office, the public will be assured that police misconduct will not be tolerated. At the same time LCSO must provide a mechanism through which a member, unjustly accused, can be vindicated.

General Call Taking Procedures

It is the policy of the Sheriff's Office to be professional and courteous while taking calls received by the Communications Center. We maintain procedures which promote professional dispatch standards to ensure an acceptable level of customer service. We recognize that public safety dispatchers are the public's critical link to help in an emergency. Many callers will be frightened, angry or confused. The dispatcher's initial conversation with the caller sets the tone for the entire incident. Policy is in place to ensure every call is handled without regard to race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status or lawful source of income. It is the policy of the Sheriff's Office to treat all callers courteously and efficiently. While callers can often become upset or sometime belligerent, Dispatchers will maintain their professionalism. The Dispatcher, regardless of a caller's demeanor, must provide the appropriate response to all calls for service.

PRACTICES

As part of our collaborative process, the Livingston County Sheriff's Office reviewed all current practices throughout our divisions to ensure compliance with the standards of the New York State Police Reform Collaboration. Listed below are the evaluations of current practices in our Criminal, Corrections and Communications Divisions.

Field Training Program

A Deputy Sheriff's training does not end upon graduation from the academy. They are then required to complete an extensive and elaborate Field Training Program administered by certified training deputies within the agency. Under the Program, new recruits receive supervised training by a certified Field Training Deputy. Senior Deputies observe Recruit Deputies to ensure they are following proper policy and procedure and are meeting the Sheriff's expectations and the mission of the Sheriff's Office. The Field Training Program includes a policy sign off procedure which allows supervisors to track and monitor current policy and procedures that the new recruit has reviewed. This allows for the Field Training Deputy to have an opportunity to review each directive with the new recruit so they have a good working knowledge of the agency's policy and procedure.

Department Training

A deputy sheriff's training is never complete. Law enforcement members are continuously learning new techniques and new methods of policing. They are required to keep abreast of legal changes annually.

The Livingston County Sheriff's Office is a New York State Accredited Agency. In order to stay in compliance with this Accreditation, in-service training is a critical standard. It requires that all sworn personnel, both full and part-time, receive at least 21 hours of in-service training annually. This includes, at a minimum, firearms training, legal updates, a review of use of force and the use of deadly force. The training requirements at the Sheriff's Office exceed these minimum standards.

In addition, the Sheriff's Office regularly seeks out and reviews training opportunities to further the education and certifications of personnel. As trainings are identified, members can submit a request to attend. Members attending approved training are able to share acquired information through train the trainer opportunities.

The Sheriff's Office routinely utilizes a method of training called Reality Based Training (RBT). This is a scenario based training which allows deputies to react to the situation as it is occurring. The scenarios are scripted to achieve the desired training outcomes. Following the completion of each scenario, instructors provide immediate feedback to the students on their performance.

All deputies assigned to the Correctional Services Bureau must complete Basic Peace Officer School which the State currently mandates at 169.5 hours. Their training includes Crisis Intervention Training (CIT), as well as firearms instruction. All Jail and Court Security Deputies must also complete a minimum of 21 hours of mandatory training yearly. The New York State Commission of Corrections (NYSCOC) and the New York State Division of Criminal Justice Services (DCJS), in accordance with our accreditation body, the New York State Sheriff's Association (NYSSA), mandate the following training: Suicide Prevention, Fire Prevention, CPR/First Aid, Use of Force (Baton/OC), OSHA and Sexual Harassment.

Training for the Communications Division begins with 6 weeks of classroom training to learn the basics of dispatching, our radio system, emergency medical dispatch and a variety of other topics. Also included in this training is the policy and procedures of the dispatch center, as well as the rules and regulations of the Sheriff's Office. The 6 weeks of classroom training lays the foundation for the work that is continued through the CTO (Communications Training Officer) program. During this phase of training, which lasts 10 weeks, the new dispatcher is paired with an experienced and trained CTO who instructs the dispatcher in various methods until they are finally able to take calls and dispatch the appropriate units while the CTA listens in and observes.

In addition to new hire training, each dispatcher is required to participate in 21 hours of continuing education each year. This training ranges from dispatch specific training, such as Emergency Medical Dispatch Continuing Education, to general instruction such as AED/CPR.

Lastly, training opportunities are not limited to classroom trainings only. Supervisors utilize shift briefing as an opportunity to share information relating to current topics, review legal updates and policy and procedures.

Less Lethal Options

The Livingston County Sheriff's Office believes in giving deputies the proper tools to ensure their safety and that of the public. The goal to resolve any interaction is to use the least amount of force possible to control the situation. While deputies are required to carry a service weapon, often times the most valuable tools available to them are their less lethal options. Every Deputy is issued pepper spray, also referred to as Oleoresin Capsicum (OC). OC spray is designed to be applied to a subject's facial area to cause a burning sensation. Exposure to OC spray allows the officer to assist in gaining control of a combative subject. Immediately following exposure, deputies are required to ensure the subject receives proper medical treatment. It should be noted that deputies are also required to be exposed to OC spray in order to be certified to carry it.

Another valuable less lethal option is a Conducted Electrical Weapon (CEW), often referred to as a Taser. The CEW is designed to deliver electrically charged probes into a combative subject in an effort to incapacitate the neuromuscular system. The CEW has proven to be an effective tool for combative subjects. Studies have shown that the use of the CEW decreases the potential for injury to both the subject and law enforcement members. It should also be noted that deputies are required to be exposed to the CEW prior to being certified to carry it and are also required to receive training on the weapon annually. Per policy, deputies are required to ensure any subject exposed to the CFW receives proper medical care.

Use of Force Review Process

Although the large majority of arrests made by the Sheriff's Office are made without incident, on occasion it becomes necessary for deputies to use authorized and justified force to resolve a situation. As mentioned earlier, all

force situations by the LCSO are governed by internal policy as well as New York State Law. The Sheriff's Office closely examines all use of force incidents by members. The LCSO has established a review process for all incidents.

During this review process, deputies who have used force are required to complete reports and collect all pertinent information. Once those reports are completed, their supervisor must review the incident to determine if the amount of force used was authorized under NYS law, internal policy, and current training standards. Once the supervisor has completed his/her portion of the review process, the entire file is then reviewed by a division captain before closing the matter.

The Sheriff's Office is required by NYS to report certain types of force incidents to the DCJS portal system. Any force involving the use of pepper spray, the deployment of a CEW, the discharge of a weapon, or any incident that causes serious bodily injury must be reported.

Community Outreach

Each year, the Livingston County Sheriff's Office attends many events and works tirelessly to remain an active partner in each community across Livingston County. The Sheriff's Office divides the ability and responsibility to interact with the community across all bureaus. The Office participates in the D.A.R.E. program, mentors children at the NYS Sheriff's Institute Summer Camp, participates in many communities meeting such as TRIAD, hosts firearms safety course and active attacker response training.

Citizen Comment Form

The Livingston County Sheriff's Office strives to provide the best possible service to the citizens of Livingston County. Through our Citizen Comment Form, citizens are encouraged to bring forward possible comments as well as legitimate concerns regarding the Sheriff's Office or misconduct by Sheriff's Office personnel.

The Citizen Comment Form has been designed to document such comments, and to initiate investigation of alleged misconduct. Citizens can also initiate comments or concerns via many other avenues, including in person, phone contact, social media outreach or even via an anonymous tip line.

LCSO COMMITMENTS

The Livingston County Sheriff's Office remains committed to ensuring the safety and security of all Livingston County residents and visitors. This commitment has never wavered. We constantly review the operations of our Office and seek to improve the services we provide to the community. As part of that endeavor, the LCSO is committed to effecting positive change in our relationships with the community we are so proud to serve.

Recruitment

The civil service process, while effective in maintaining a fair and impartial process, leaves the hiring bodies with few opportunities to diversify membership. The Livingston County Sheriff's Office has already brought attention to the handicaps in the current system and will continue to work with Sheriff's across the State and the Civil Service Commission to improve the hiring process in order to better diversify medium and small sized agencies across the State. Currently, the "rule of three" only allows employers to hire the top 3 scoring individuals that take a civil service test. It would be our goal to widen this pool.

While we have always looked for new ways to improve our recruitment efforts, we are seeking new and innovative ways to ensure the recruitment of quality minority candidates to improve diversity in our agency. We actively recruit via social media and attend job fairs. Moving forward we plan to extend our outreach through new media platforms and attend more community events with a strict intention on recruitment.

The LCSO hosts information internships from many of the area colleges and high schools hoping to engage young eager students that will aspire to a career in law enforcement. We have been active partners with Genesee Community College (GCC) for quite some time. GCC currently hosts a Pre-Employment Police Academy so applicants can become certified police officers. The college offers credit toward a degree for attendance. We actively recruit from this pool of candidates.

Mental Health Response

Mental health calls continue to increase and require a law enforcement response. In addition to providing continued training to deputies in handling these matters, we will continue to expand our partnership with Livingston County Mental Health.

The Livingston County Sheriff's Office will continue to argue for statewide funding and assistance to better staff mobile mental health response teams across the State. Funding is necessary on a state to level in order to better recruit, hire, train and maintain mental health professionals to respond with law enforcement to handle mental health and substance abuse incidents.

Additionally, funding should be re-introduced to staff and maintain or reopen mental health facilities that have been defunded or closed across the State. Without these facilities those that need treatment are left without services and unfortunately often times end up in dangerous street encounters and/or incarcerated.

Accreditation

The Livingston County Sheriff's Office is committed to maintaining the standards set forth in our Accreditations. As mentioned earlier, the Sheriff's Office is accredited in Law Enforcement, Corrections, Communications, Public Safety Answering Point and our Civil Division. We also recently applied for DCJS Accreditation for our Special Weapons and Tactics Team. To achieve this certification, the team was required to meet standards in equipment, training, and operations. It should be noted that the contractor providing medical services to the inmates at Livingston County Jail is also accredited in many areas.

Training

The Sheriff's Office is committed to providing the most professional and honorable members to the communities we serve. By the end of this year, all members will be provided an in-service training opportunity on Anti-Bias and De-escalation Techniques. We have already begun curriculum development and trained our instructors. It should be noted that our instructors were trained by experts in these topics who are not affiliated with Law Enforcement. This training will be offered as an annual requirement.

We will also continue to look for relevant training on these topics to ensure a diverse curriculum of training can be offered to our deputies.

The Sheriff's Office will continue to seek avenues to obtain funding for advanced training technology. Several attempts have been made to secure funding through State grants to purchase a training simulator. Continuing to pursue this funding with a goal of obtaining the best reality based, high stress, real time training is a high priority with this Office.

Peer Support

The Livingston County Sheriff's Office has long understood that the job of law enforcement can be very stressful. Members having problems can seek assistance through their peer mentors and can avail themselves of counseling services whenever needed. We also conduct a debriefing session following any critical incident so members can share their feelings. Supervisors also actively monitor behaviors to determine any early indicators of potential problems. The safety and wellness of our members is paramount. Livingston County offers an employee assistance program and employee wellness program to all LCSO members.

We will continue to work in direct partnership with Livingston County Mental Health. We will continue to utilize the Mobile Crisis Unit to respond to critical calls with deputies when they are available.

GOALS AND MEASUREABLE OBJECTIVES TO POLICE REFORM

The Livingston County Sheriff's Office is committed to achieving the goals and measurable objectives set forth by the Livingston County Police Reform Stakeholder working group. This group was comprised of members of the Livingston County Sheriff's Office Command Staff, District Attorney's Office, Public Defender's Office, the Jail Chaplain, faith based leadership, retired elected justice, School Resource Deputies and Tactical Team Leaders.

Additionally, the stakeholder group sought input from the residents and visitors of the County through a survey. That information is attached to this Plan and was used to identify goals (See figure 1). The survey was made available online. It was advertised through several social media accounts, the media and available in hard copy at our headquarters.

The following outlines the goals and measurable objectives established for the Livingston County Sheriff's Office:

Goal #1

Reduce deputy use of force encounters with community members, especially those within the minority community, people experiencing mental health emergencies and individuals who may be impaired as a result of substance abuse.

STRATEGIES:

Measurable objective 1:

Require mandatory ongoing in-service de-escalation training annually to 100% of sworn members across all divisions of the Livingston County Sheriff's Office.

Expected completion date: 12/31/2021 (Ongoing)

Goal #2

Develop skills and tactics to reduce the influence of bias on police practice and increase police officer recognition of their own human biases and how implicit biases can affect their perceptions of others and their own behaviors.

STRATEGIES:

Measurable objective 2:

Require mandatory ongoing in-service anti-bias training annually to 100% of sworn members across all divisions of the Livingston County Sheriff's Office.

Expected completion date: 12/31/2021 (Ongoing)

Goal #3

Create a diverse workforce within the LCSO that is reflective of Livingston County.

STRATEGIES:

Measurable objective 3:

Conduct targeted in-person recruitment events annually. Continue to lobby State government to make changes to civil service laws to assist law enforcement agencies to better diversify.

Expected completion date: 12/31/2021

Goal #4

Continue to lobby state and local government to better fund mental health agencies and increase mobile mental health units to assist law enforcement with mental health and substance abuse incidents.

STRATEGIES:

Engage in talks with local government leaders and work with other counties across the state through the State Sheriff's Association to send a clear message to Albany that funding for mental health is a necessity.

Goal #5

Obtain a reality based training simulator system to train members in high stress situations involving diverse, disabled, impaired or mentally ill people in order to teach positive outcomes without use of force.

STRATEGIES:

Continuing to pursue funding on a state level with a goal of obtaining the best reality based, high stress, real time training is a high priority with this Office.

Conclusion

The Livingston County Sheriff's Office is an agency comprised of highly trained men and women who are service oriented and reflect the ideals consistent with our mission, namely to provide the finest and most professional public safety services to the residents and visitors of Livingston County.

In addition, we are committed to working in unison with the community and other law enforcement agencies and demand of ourselves the highest standards of honesty and integrity as we uphold all laws for which we are responsible.

The Livingston County Sheriff's Office has always considered itself to be a progressive agency through technology, training, and transparency. We are committed and stand ready to proudly serve the needs of Livingston County. The Sheriff's Office recognizes the importance of public safety throughout our community. We are committed to utilizing all resources available in order to ensure the safety of our citizens. We will continue to work closely with our partners in law enforcement as well as the community to ensure that Livingston County remains a great place to live, work and play.

Moving forward, the LCSO plans to present this plan to the Livingston County Board of Supervisors and offer a public hearing where the citizens and visitors to the County can be heard. Once the plan is reviewed, the public heard and the plan is adopted it will be forwarded to the Director of the NYS Division of Budget on or before April 1, 2021.

Appendices

Figure 1

Survey Results

Do you live, work, or own a business in Livingston County?

Answer	Result	Percentage
Live	510	67.9
Work	189	25.2
Own a business	35	4.7
None of the above	17	2.2

When was the last time you had direct contact with the Livingston County Sheriff's Office?

Answer	Result	Percentage
Less than one year	273	50
One year to five years	169	31
Over five years	104	19

What was your last interaction with the Livingston County Sheriff's Office?

Answer	Result	Percentage
I called 911 but never saw a deputy in person	43	8
Community Event	108	20.2
Traffic Stop	48	9
Arrest	6	1.1
I was interviewed as a witness or victim of a crime	38	7.1
Motor Vehicle Crash	30	5.6
Other positive or negative (briefly describe)	262	49

During your last interaction with the Livingston County Sheriff's Office, how would you rate your experience?

Answer	Result	Percentage
Very Professional	398	72.9
Professional	86	15.8
Neutral	32	5.9
Unprofessional	10	1.8
Very Unprofessional	3	0.5
N/A	17	3.1

Please select the top five services you think are most important for the Livingston County Sheriff's Office to provide:

Answer	Result	Percentage
Respond to 911 calls for service	514	19.7
Criminal Investigations	490	18.7
Routine Patrol	394	15.1
STOP DWI Patrol	365	14
School Resource Deputies	293	11.2
Responding to Medical Emergencies	245	9.4
Community Policing	125	4.8
Property Checks	100	3.8
Fingerprinting-backgrounds or employment	30	1
Other	26	1
Animal Control	24	1
Parking Enforcement	8	0.3

Livingston County Sheriff's Deputies in our community are well trained.

Answer	Result	Percentage
Strongly Agree	343	70.1
Agree	142	23.2
Neutral	48	5.9
Disagree	8	0.6
Strongly Disagree	5	0.2

How do you feel about this statement: "The Livingston County Sheriff's Office treats people of all walks of life equally."

Answer	Result	Percentage
Strongly Agree	291	52.3
Agree	157	28.2
Somewhat Agree	25	4.5
Neutral	49	8.8
Somewhat Disagree	12	2.2
Disagree	11	2.0
Strongly Disagree	11	2.0

Livingston County Sheriff's Office members are held accountable for their actions.

Answer	Result	Percentage
Strongly agree	268	48.4
Agree	149	26.9
Neutral	102	18.4
Disagree	19	3.4
Strongly disagree	16	2.9

The Livingston County Sheriff's Office is responsive to the needs of the public.

Answer	Result	Percentage
1 - Strongly Agree	342	41.4
2 - Agree	169	40.9
3 - Neutral	33	12
4 - Disagree	7	3.4
5 - Strongly Disagree	4	2.3

Livingston County Sheriff's Office members are honest and trustworthy.

Answer	Result	Percentage
--------	--------	------------

Strongly Agree	272	48.9
Agree	192	34.5
Neutral	70	12.6
Disagree	12	2.2
Strongly Disagree	10	1.8

Livingston County Sheriff's Office has a positive impact on the community.

Answer	Result	Percentage
Strongly agree	341	61.4
Agree	160	28.8
Neutral	42	7.6
Disagree	7	1.2
Strongly Disagree	5	1

The Livingston County Sheriff's Office is open and transparent.

Answer	Result	Percentage
Strongly Agree	257	46.4
Agree	174	31.4
Neutral	87	15.7
Disagree	24	4.3
Strongly Disagree	12	2.2

What is your age group?

Answer	Result
--------	--------

17 years or younger	2
18-24 years old	11
25-34 years old	54
35-44 years old	121
45-54 years old	119
55-64 years old	141
65-74 years old	91
75 years or older	16

What is your race or ethnicity? (Check all that apply)

Answer	Result
American Indian or Alaska Native	5
Asian	0
Black / African - American	4
Latino / Hispanic	3
Native Hawaiian or Pacific Islander	0
White / Caucasian	496
Other Race or Ethnicity Not Listed	0
Prefer To Not Answer	36
Prefer To Self-Describe	9

What is your highest degree or grade completed?

Answer	Result
No Schooling Completed	3
Nursery School to 8th Grade	0
Some High School - No Diploma or GED	11
High School Diploma, GED or High School Equivalency Degree	106
Some College - No Degree	124
Associate's Degree	117
Bachelor's Degree	112
Master's, Doctoral or Post Graduate Degree	82