



GLEN COVE POLICE DEPARTMENT POLICE REFORM PLAN

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DRAFT FOR REVIEW

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Introduction

The Office of The Mayor of Glen Cove and the Glen Cove Police Department submit this plan pursuant to New York State Executive Order 203 (hereinafter “EO203”). This plan was developed after a comprehensive review of police force deployments, strategies, policies, procedures and practices through consultation with community stakeholders. This plan will enable the Glen Cove Police Department to continue its robust community-oriented policing strategies while working towards further reducing racial disparities in policing.

In accordance with the mandates of EO203 and the guidance provided by NYS relating to the Executive Order, the City of Glen Cove worked closely with the Nassau County Police Department to engage in a collaborative effort with community stakeholders through several different forums. Part of this engagement was having a representative Chief attend County-wide policing forums that were established by Nassau County Executive Laura Curran. These forums, Police and Community Trust initiative (PACT) and the Community Collaborative Task Force (CCT), met numerous times throughout the reform process and helped to inform many of the policing plans discussed in this volume. In addition to this, several local forums were hosted by the Glen Cove Police Department to gain more localized resident input and engagement. These forums included the Mayor’s Town Hall on Policing, SAFE’s Parent University Bilingual Forum, the Glen Cove InterAgency Council meeting, SAFE’s Community Forum, and several school forums. Additionally, this report will be shared publicly through the City’s main webpage, Facebook page and other social media platforms. Finally, the Glen Cove Police Department has established an email address which can be utilized by residents to send suggestions, concerns or ideas relating to police reform. Each of these forums provided a means by which the City was able to gather valuable input from our residents for consideration when drafting this plan.

The Glen Cove Police Department participated in this collaborative effort while conducting a full review of department policies and procedures. As a result of the input from our community, we have made modifications to our policies and procedures as outlined herein. This plan reflects the Glen Cove Police Department’s commitment to serve all the people of our community both equally and fairly. As reflected herein, the Department, in many instances, addressed the issues presented in the NYS guidance relating to transparency and racial disparity prior to the promulgation of EO203. Nevertheless, the Department undertook this important introspective exercise because, as an agency, we are committed to fostering trust, fairness, and legitimacy while working towards reducing racial disparities.

Recent events which have led to unrest in our country have made it clear that law enforcement, community members, and elected officials must work together to build mutual trust and respect. The City and the Police Department acknowledge that this important work does not end with the submission of this document, but rather must be an ongoing effort to continuously improve relations between our officers and the communities the Department serves.

Glen Cove Police Department

The City of Glen Cove Police Department is a full-service law enforcement agency located on the North Shore of Nassau County, New York. Established in 1918, the department serves a diverse population of approximately 27,062 residents. Each member of the department is dedicated to providing a full range of police services to the public while also ensuring a safe and secure community environment. The Department currently has 53 sworn officers spread across three main areas: Patrol, Investigations, and Administration.

Service to the community remains the Department's core philosophy and all officers are fully committed to establishing productive partnerships with the communities served and other relevant stake holders. As a service-oriented agency, the Glen Cove Police Department has a long history of strong relationships with the communities it serves. The Glen Cove Police Department is proud of the work it does to develop and maintain these relationships as they are key in keeping an open line of communication between the Department and the members of the community. The Department demonstrates its presence in our neighborhoods and the Department's commitments to our residents in many ways. Some examples include:

- Annual National Night Out Program and Open House
- School programs (Pride, Red-Ribbon Week, PARP, Pre-Prom Program)
- Informational seminars (scams directed at senior citizens, and holiday shopping)
- The Law Enforcement Explorer Program
- Drug awareness and prevention programs
- Citizens Police Academy (CPA)

Glen Cove's Police Reform Plan

The Policing Plan outlined in this volume adheres closely to the Guidebook published by New York State. The Guidebook suggests that police agencies and communities examine the police function in four major areas: The role of the police; employing smart and effective policing standards and strategies; fostering community-oriented leadership, culture and

accountability; and recruiting and supporting excellent personnel. Under each major section, the Guidebook suggests more detailed areas for examination. This plan examines all these suggested areas and, in many instances, goes well-beyond in depth and scope. It is our sincere hope that this plan will present the public with a more nuanced understanding of policing in Glen Cove, the steps we take to continually improve our services and that the entire collaborative experience resulted in a fortification to the already strong bonds shared between the officers and the communities that we serve.

The Role and Function of Policing in Glen Cove

A primary area of discussion for the collaborative effort was to explore and discuss the role and function of policing with our community. In several forums and discussions, this concept was discussed at length. Community members, non-profit leaders, business owners, and City Officials all expressed their desire for public safety. This was often considered the primary role for the police, but other roles such as community educators, problem -solvers, outreach and substance-abuse preventors were also raised as legitimate roles. In many instances, the community expressed a desire for the police to continue to provide services that went beyond being simply law enforcers.

Current Practices

The Glen Cove Police Department adheres to a community policing philosophy that is enhanced through active problem-solving and responsiveness to community concerns. In vision, we consider the Police Department to be a service-based agency meeting to multiple needs and concerns of the communities we serve. In that vein, we do not define ourselves by the sole purpose of law enforcement, but rather use that as a jumping-off point to encompass all of the services that we can and do bring to the community. As you will read in this volume, the officers of the Glen Cove Police Department take on many roles in this community. These roles include law enforcement, mentors, outreach workers, first responders, educators, wild-life officers, search and rescue, youth outreach, and public safety to name a few. The needs of the community are vast and clear, and the members of the Glen Cove Police Department are poised and ready to meet each and every one of these needs.

Police Reform Plan

The Glen Cove Police Department will continue to engage with the community through forums such as open-houses, town halls, school forums, and general meetings with the community organizations and individuals. As the community values change and policing desires change, we will remain flexible and organize in a way that is respectful to and meets the changing community desire. It is only through this level of community engagement that we can gain the necessary feedback to ensure that we are meeting the needs of everyone in Glen Cove. With that stated, our policing plan is to continually engage and partner with all aspects of the Glen Cove community.

Employing Smart and Effective Policing Standards and Strategies

Executive Order 203 requires each police agency in New York State to examine their use of Evidence-based policing strategies. Evidence-based policing is the theory that effective policing requires a tightly focused, collaborative approach that is measurable; based on sound, detailed analysis; and includes policies and procedures that promote and support accountability. Evidence-based policing practices are guided by research and evidence demonstrating their effectiveness. Departmental policies and decisions are based on practices and strategies which accomplish police missions most effectively and efficiently. Data is accumulated continuously to test hypotheses with empirical research findings. The focus on data-driven, science based criminal justice strategies serves to develop effective, economical, and innovative responses to crime. There are several well-defined strategies under the umbrella of evidence-based policing including procedural justice, addressing systemic racial bias or racial justice in policing, implicit bias awareness training, de-escalation training and practices, law enforcement assisted diversion programs, restorative justice practices, community-based outreach and conflict resolutions, problem-oriented policing, hot spot policing, focused deterrence, crime prevention through environmental design, and violence prevention and reduction interventions. The Glen Cove Police Department makes extensive use of evidence-based policies and practices and is committed to expanding their use and creating a culture of evidence-based policing within the Department. The following section highlights our current strategies in these areas and lays out our policing plan for the future.

Procedural Justice

Procedural justice refers to the inherent fairness of the processes involved in judicial decisions and the justice system in general. In policing, this often translates

to transparency in all aspects of police activity including enforcement decisions and overall policies and procedures regarding police deployment and activities. Procedural justice also imbues the view that citizens need to participate in the decision-making process and that the process is neutral and promotes transparency. Citizens must be treated with dignity and respect and are more likely to view an interaction as fair when the police are transparent about why they are resolving a dispute a particular way and when they show a genuine concern for the interests of the parties involved.

Current Practices

The Glen Cove Police Department understands procedural justice and police legitimacy play an essential role in establishing a positive relationship with the community. Police legitimacy exists only when the public views the police as authorized to exercise influence to maintain social order, manage conflicts, and solve problems in the community. The Department has worked hard to establish long-lasting community partnerships to foster public confidence in the police and in its ability to safeguard the community. The capacity to establish procedural justice directly impacts the public's willingness to defer to the authority of law enforcement and reaffirms their belief that police actions are morally justified and appropriate. The public reacts favorably when they believe officers are sincerely trying to act on behalf of the best interests of the citizens with whom they interact. Procedural justice in policing has the potential to facilitate the role of citizens as agents of social control. When officers are perceived as legitimate, there is less resistance to their actions and greater potential for compliance without the use of force, making officers more effective at policing. Officers reduce racial disparities and build trust by promoting engagement over enforcement.

The Police Academy trains extensively on the topic of procedural justice. The Procedural Justice Course, which is ten (10) hours long, far exceeds New York State minimum training guidelines which is set at two (2) hours. The Procedural Justice Course includes sections on de-escalation and professional communication. The Police Academy stresses the importance of enhancing trust in the community, the use of language skills, the study of police behavior and interaction with police and how mannerisms of interactions shape the public's view of police. In an effort to instill the tenets of procedural justice in police officers, the Academy instructs on the Four Pillars of Procedural Justice. These four principles are fair in process, transparent in actions, providing opportunity for voice and being impartial in decision making. Officers are reminded to give others a voice. People want to be able to explain their situation or tell their side of the story. The opportunity for a citizen to make arguments and present evidence should occur before an officer

decides how they are going to resolve an encounter. Central to this is the idea that it is imperative to remain neutral to achieve impartial decision making. Consistency in decision making must always occur and decisions need to be reasoned, objective and factually driven. Transparency and openness regarding the rules and procedures being employed to make decisions facilitates the perception of neutrality. These are the central tenets of procedural justice that are taught to each Glen Cove Police Officer during their initial recruit training and during annual and semi-annual in-service training.

Police Reform Plan

The value of procedural justice in policing cannot be overstated. The Glen Cove Police Department will continue to train all new officers on this and all related topics. In addition, topics contained under the umbrella of procedural justice will be interjected into all aspects of police training including, but not limited to, Use of Force, Search and Seizure, Laws of Arrest, and Responding to Mentally/Emotionally ill Persons. This practice will ensure that officers receive training in procedural justice on an annual basis and that the training and message is consistent across all aspects of police work.

Systemic Racial Bias / Racial Justice in Policing

Systemic or implicit bias is the concept that racial bias impairs the perceptions, judgment, and behavior of police personnel and obstructs the ability of police agencies to protect and serve the communities in a fair and just manner. The missions of a law enforcement agency are only effective when it incorporates the experience, judgment, knowledge, and energy from a wide spectrum of racial, ethnic, economic, and geographic backgrounds. The success of any police organization is predicated on the fact that police officers must earn and retain the trust and confidence of the citizens in how they fulfill their responsibilities as custodians of justice.

Current Practices

The Glen Cove Police Department addresses systemic racism and implicit bias through policy and training. All officers receive diversity training while in the academy. The academy educates our recruits about implicit bias for a total of sixteen (16) hours, exceeding New York State standards by three (3) hours. Eight (8) hours of this training are spent on decision making which incorporates concepts of implicit bias including how to reduce stereotypical ideology and subconscious biases. The remaining eight (8) hours of training are spent focusing on cultural diversity. In totality, this training addresses implicit or unconscious bias through

instruction and interactions with members of traditionally minority communities. Members of the community educate recruits about their culture and address common misconceptions or prejudices they experience in their everyday lives. These speakers talk with new recruits about their community's experience with police officers and the role these officers will be undertaking as guardians of that community. These speakers include faith-based leaders and community activists. They emphasize to new officers the impact their actions have on those communities and ways to positively interact with residents. This insight helps officers to understand cultural differences and how an officer's actions might be perceived by a particular community. This interaction and discourse are invaluable in the training of our officers. Citizens from the following community groups have attended this portion of training:

- African American
- Korean American
- Hispanic
- Sikh
- Islamic/Hindu/Muslim
- LGBTQ

Implicit bias and biased-based policing are also addressed through Department policy. Policy Statement #2 (PS-2-21, effective January 1, 2015) of the Glen Cove Police Department Manual specifically addresses biased-based policing and racial profiling. In sum it reads, "It is the policy of the Glen Cove Police Department to prohibit all police practices involving profiling or other biased-based decisions. No officer may take any enforcement action based solely upon any common trait shared by any group of people, which is not in itself indicative of criminal activity. This includes, but is not limited to, race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group or any other group identifier. The Glen Cove Police Department does not condone racial profiling/biased-based policing and Members of the Department will not engage in it. It is inconsistent with effective policing and equal protection of the law for all persons. Racial profiling/biased-based policing undermines the efforts of law enforcement by causing a loss of respect for the law and a loss of credibility for the Department, particularly within the communities that need professional policing the most. Even the perception of racial profiling creates a distrust that discourages participation in the criminal justice system." In addition, Operational Policy #16 (OP-16-21, effective May 6, 2016) outlines specific procedures that officers and supervisors must follow including expanded guidance on pre-textual stops (NCPD Legal Bulletin 09-006) and prohibiting profiling. The policy also outlines

supervisors' responsibilities when addressing allegations of biased-based policing.

Police Reform Plan

The Glen Cove Police Department is committed to creating a police agency that is free from bias, hate and racism. As part of our on-going efforts to train our officers on these topics, we are instituting a mandatory in-service training for all officers on implicit bias. As of the writing of this report, all members of the Glen Cove Police Department have received a two (2) hour-block of training on implicit bias awareness. In addition, the academy has added an additional eight (8) hours of newly expanded training addressing anti-bias, morality, ethical awareness and cultural diversity. This supplementary eight (8) hour training will occur just prior to recruit graduation. The academy staff stresses ethical and moral courage and the importance of holding each other accountable for their actions. Finally, the Glen Cove Police Department will be implementing a program to utilize the NYS TraCS system when issuing traffic summonses. As part of the program, the Department is purchasing all of the required equipment and will join Nassau County in tracking traffic stop data.

“Stop and Frisk”

“Stop and frisk” refers to a police practice whereby a person is lawfully detained for a brief moment for questioning and, if the facts and circumstances legally permit, may be patted down for a protective search for weapons. In recent years, this practice has been the subject of controversy as critics have pointed out that these stops can be random, not based on reasonable suspicion and can possibly be biased.

Current Practices

The Glen Cove Police Department presents officers with clear and concise guidance regarding Investigative Field Stops (*Terry Stops*). The Department does not tolerate stops based on legal standards amounting to less than reasonable suspicion and certainly does not permit random stops and frisks. Officers are trained to adhere strictly to the law as it is written in the Criminal Procedure Law §140.50 *Temporary questioning of persons in public places; search for weapons*. All officers must establish reasonable suspicion prior to conducting an Investigative Field Stop. Reasonable suspicion is defined as a quantum of knowledge sufficient to induce an ordinary prudent and cautious person under the circumstances to believe criminal activity is at hand. Factors to establish suspicion are: high crime area, time of day, day of week, season, sights and sounds, proximity to scene, presence at scene, carrying objects associated with criminal activity, clothing or disguises, description,

furtive gestures, change direction or flight, unusual nervousness, independent knowledge, training and experience, and evasive, false, inconsistent statements. This standard is reached through an officers training and experience and is based on a number of the aforementioned factors that are directly observed by the officer. In addition, pat-down frisks are not allowed unless an officer reasonably believes that a weapon is present and that he or she is in danger of physical injury. Officers can frisk for weapons and only weapons during this encounter. Protective pat-down frisks of an individual are never automatic and are only undertaken to pat-down for weapons that can cause physical harm.

Police Reform Plan

To demonstrate the Police Department's commitment to fair and equitable policing and to provide unbiased and professional police service to every member of the community, the Glen Cove Police Department utilizes a field interview report to document these stops. This report requires officers to articulate all aspects of Investigative Field Interviews including the facts and circumstances that led to the stop and the actions they took during the stop. Glen Cove Police Department Order #5-21 requires officers to record the gender and race/ethnicity of the person(s) subject to field stops. Officers are also required to record the following information: disposition indicating if the person(s) stopped were issued summonses, warned, no police action was taken, interviewed, indicate if a case was generated, or if an arrest was made. By recording demographics in this capacity, the Department can investigate any allegations of bias-based stops and can address disparities in stops.

Crowd Control

The purpose of this strategy is to establish guidelines for managing crowds, protecting individual rights, and preserving the peace during demonstrations and civil disturbances. This past summer, in the wake of George Floyd's death, Police Departments across the nation experienced unprecedented protests and demonstrations. Most of the demonstrations remained peaceful; however, some cities around the country have seen widespread violence and significant property damage.

Current Practices

It is the policy of the Glen Cove Police Department to protect individual rights related to assembly and free speech; effectively manage crowds to prevent loss of life, injury, or property damage; and minimize disruption to persons who are not involved. We are increasingly building on the concepts of legitimacy and procedural justice, which puts communities at the heart of policing here in Glen

Cove.

Glen Cove was the site of several demonstrations this past summer, one of which attracted thousands of participants, regarding a wide range of societal issues. The protests were extraordinarily peaceful with no injuries, damage to property or arrests. We attribute this accomplishment to our communication with the organizers, before and during such events and our internal preparation and planning. Our commitment to de-escalating potential disturbances and compromising appropriately with organizers was also a critical component. Absent exigent circumstances, arrests were only to be made with the approval of a Sergeant or higher rank. In the past, our crowd management techniques were based upon long standing tactical formations and riot control. While these methods are still legitimate when violence is occurring; today we prefer to rely upon pre-operational planning including open communication and collaboration to achieve public safety and protect civil liberties.

Police Reform Plan

The police response for all demonstrations are assigned to a member of the command staff. It is the duty of that commander to work to maintain an open line of communication with demonstration and protest organizers. This has proven to be a valuable tool for maintaining order while still ensuring the right to peaceful protest. In continuing these relationships, we hope to increase the trust and recognition that this department does in fact support the right to protest while still being fully invested in public safety.

The Glen Cove Police Department ensures that officers assigned to demonstrations for crowd control exhibit professionalism and restraint due to their understanding and application of de-escalation techniques, utilizing verbal judo, active listening and persuasive speaking to maintain control.

The Glen Cove Police Department does not use any surplus military vehicles for police operations other than search and rescue. The Department has one (1) single Humvee and its sole purpose is to give the department a high-water vehicle to be used during natural disasters and other search and rescue operations. It is the policy of the Glen Cove Police Department that surplus military equipment is not to be utilized for crowd control purposes.

Pretextual Stops

Pretextual traffic stops are investigative traffic stops whereby an officer has probable cause to pull over a car for a traffic violation even though their intent is to investigate another crime. The primary example, and probably the most salient example in the Glen Cove Police Department of a pretextual stop is when an officers stops a car for swerving outside of the traffic lanes when he or she suspects the driver to be driving under the influence of alcohol. The stop was made for violating the traffic law, but the underlying suspicion is DWI. Some critics have denounced this practice, but time and again, the courts have held that this practice is constitutional and a proper exercise for police.

Current Practice

The members of the Glen Cove Police Department are trained and directed to utilize police practices that are constitutional to ensure that we remain respectful to individual rights and freedoms. To do otherwise would open the Department up to litigation and criticism and would erode the public's trust in their police. Pretextual traffic stops have been found to be fully constitutional. If a police officer has probable cause to believe that a motorist has violated a vehicle traffic law (VTL), he or she may stop the automobile even though the officer's underlying reason is to conduct another investigation. Our courts acknowledge pretextual stops in this manner. In *People v. Robinson*, 97 N.Y. 2d 341 (2001), New York State's highest court found such pretextual car stops to be constitutional. Although probable cause of a VTL violation is required for a pretextual car stop, Courts before and after the Robinson decision have consistently held that investigative car stops, based on reasonable suspicion, are constitutional as well. All officers of the Glen Cove Police Department have been trained on the legal requirements involved in traffic enforcement. In addition, the Nassau County Police Department's Legal Bureau issued Legal Bulletin 09-006 which provides an overview of car stops, including pretextual stops. This bulletin advises that pretextual car stops are held to be constitutional, but officers must have probable cause of a Vehicle and Traffic Law (VTL) violation to do so. This bulletin was distributed to all Glen Cove Police Officers and forms the basis of our Laws of Arrest in-service training.

Police Reform Plan

The Glen Cove Police Department will continue to be led by the Court's determination as to the constitutionality of police practices. We will continue to monitor court decisions and train and advise our officers as to the legality of their tactics and enforcement actions. If there comes a time when the court decides that pretextual stops are unconstitutional, we will immediately stop their use and

retrain our officers.

Hot Spots Policing

Hot spot policing is a strategy that involves the targeting of resources and activities to those places where crime is most concentrated. The strategy is based on the premise that crime and disorder are not evenly spread within neighborhoods, but clustered in small locations. Focusing resources and activities in hot spots aims to prevent crime in these specific areas and potentially reduce overall crime levels in the wider geographic area. Hot spots policing is not concerned with people, but rather with places. Focusing on place-based policing can reduce violent crime and neighborhood disorder. The logic is that if crime is highly concentrated on specific streets in a municipality, the police should focus their interventions at those places.

Current Practice

The Glen Cove Police Department makes extensive use of Intelligence-Led Policing strategies including hot spots. The identification of “hot spots” is done through intelligence gathering and crime analysis. One of the components of Intelligence-Led Policing includes obtaining information (intelligence) from the community. In doing so, the Department is able to engage the community in its efforts to reduce crime in a particular area or neighborhood. This approach is taken so that members of the community will support the police presence as there is a mutual goal of addressing and eliminating specific criminal activity. Examples of how information is gathered from the community include community meetings, 911 calls, crime stoppers tips, engaging the public on social media platforms, confidential informants, and community complaints. Working in partnership with the community is key to the success of any intelligence-led strategy and is central to policing in Glen Cove.

Police Reform Plan

The Glen Cove Police Department will continue to utilize Intelligence-Led Policing strategies that are grounded in evidence-based practices that meet constitutional standards and are respectful of individual rights. The Department is currently upgrading its crime analysis software to better identify crime prone locations within the community. Through focused efforts, the Department can have a more meaningful impact on crime and safety while reducing overall costs. Ultimately, our plan is to continue to facilitate the co-production of safe neighborhoods by partnering and working with the communities that crime impacts the most.

Summonses and Informal Quotas

Perhaps the largest source of public interaction with the police is through Vehicle and Traffic Law enforcement. While many people do not have a need to call the police for direct services, many will unintentionally violate a traffic law while driving and get pulled over by the police. In light of this, these interactions become extremely important in helping to form the basis of police-community relations and are ripe for examination in our policing plan.

Current Practice

The Glen Cove Police Department issues approximately 4,000 traffic summonses per year. Issues with speeding autos, reckless drivers, and unsafe vehicles are the largest community complaint that we receive. In fact, the discussion in many of our town halls often move from general policing topics to specific traffic complaints in specific neighborhoods. It is for this reason that we take traffic enforcement seriously. We utilize directed enforcement in communities where residents are expressing the most serious concerns. We make extensive use of radar speed indicator signs to collect and analyze traffic conditions and direct enforcement based upon speed patterns. One practice that we do not utilize is quotas. The Glen Cove Police Department does not hold its officers to any sort of quota, informal or otherwise. Quotas are illegal and do not serve a legitimate function in policing.

Police Reform Plan

The Glen Cove Police Department will continue to be responsive to community complaints regarding traffic issues. We will continue to utilize directed enforcement actions to minimize speeding within our community. The Department is currently undertaking a project to modernize our traffic enforcement practices by adopting the New York State TraCS system. TraCS is an automated summons system that allows officers to generate traffic summonses more concisely. It also allows for more accurate information and data collection to assist with future analysis regarding traffic stop data.

High-Speed Pursuits

Executive Order 203 stated that the community is concerned with the risks involved in high-speed pursuits. The Department recognizes that the vehicular pursuit of fleeing suspects poses a danger to the lives of the public, police officers,

and the suspects involved in the pursuit. The Department also recognizes that in certain circumstances, the proper law enforcement response requires a pursuit as the person needs to be apprehended to stop additional violence. The policy of the Department is to minimize the risks of pursuits by limiting them to only those situations where the escape of the suspect poses a greater risk of harm to the general public than does the pursuit itself.

Current Practice

The Glen Cove Police Department narrows and strictly controls officer's ability to pursue fleeing suspects. This is achieved through training and policy. Glen Cove Police Department Operational Policy #6 Vehicle Pursuit Policy (OP-6-21, effective January 1, 2015) restricts the conditions under which an officer may engage in a vehicle pursuit. In addition, the policy outlines mandatory conditions under which a pursuit must be terminated such as when the pursued vehicle crosses over into the opposite lane of traffic or when ordered to terminate by a supervisor. The policy also requires supervisors to constantly monitor all pursuits and order terminations based upon speed and other environmental factors. Through this mechanism, pursuits are closely monitored by police supervisors who continually assess the dangers present based on all circumstances including time of day, location, speed, etc. If at any point the dangers exceed the justifications for the pursuit, the pursuit is terminated.

Police Reform Plan

The Glen Cove Police Department will continue to train officers in the proper operation of Department vehicles. All officers are required to pass an Emergency Vehicle Operations Course and are constantly evaluated as per their vehicle operation by their immediate supervisors. The Department will continuously monitor the profession for emerging best practices in vehicle operations and pursuits and will adopt those policies and practices that best ensure the safety of the public and officers alike.

Prohibited Race-Based 911 Calls

In response to several instances where a person called on the police to falsely report a crime solely based upon a person's race, New York State Civil Rights Law was amended to establish civil penalties for a person who intentionally summons a police officer or peace officer without reason to suspect a violation of the penal law, any other criminal conduct, or an imminent threat to a person or property, in whole or in substantial part because of a belief or perception regarding

the race, color, national origin, ancestry, gender, religion, religious practice, age, disability or sexual orientation of a person, regardless of whether the belief or perception is correct, shall be liable, in a civil action or proceeding maintained by such individual or group of individuals, for injunctive relief, damages, or any other appropriate relief in law or equity. The Department is well aware of this amendment and has trained all officers on its contents.

Current Practice

The Glen Cove Police Department distributed legal guidance to all officers regarding this amended law. Nassau County Police Department Legal Bulletin 20-004, which discusses this law change and the implications to police officers at length, was distributed to each officer.

Police Reform Plan

Section 79-n subdivision 2 of the New York State Civil Rights Law will be an included topic during in-service training to further educate the Department members who may in turn educate members of the public who could fall victim to such conduct.

Hate Crimes

A hate crime is a prejudice-motivated crime which occurs when a perpetrator targets a victim because of their membership, or perceived membership, of a certain social group or race. Examples of such groups can include gender, ethnicity, disability, language, nationality, physical appearance, religion, gender identity or sexual orientation. "Hate crime" generally refers to criminal acts which are seen to have been motivated by bias against one or more of the social groups listed above, or by bias against their derivatives. Incidents may involve physical assault, damage to property, bullying, harassment, verbal abuse or insults, hate crime or offensive graffiti or other communications.

Current Practices

The Glen Cove Police Department is committed to identifying, investigating, and prosecuting all hate crimes. All allegations of hate crimes are investigated vigorously by this Department. When we receive a complaint involving a potential hate crime, a police officer is typically the first to respond. A preliminary investigation is conducted at the scene. The investigation includes taking complainant/victim statements, witness statements, and gathering any other potential evidence including capturing video or photographic evidence. In instances where the person responsible to the bias/hate incident can be readily identified, an immediate arrest will be made. If a summary arrest cannot be made,

the investigation is then referred the local Detective Division and the Nassau County Detective Squad. Once a Detective is assigned, a subsequent investigation is conducted, which includes re-interviewing complainant/victims and witnesses. A secondary video canvass will be conducted in the field. Additionally, the investigating Detective will research prior bias/hate crime incidents to determine if there is a discernible pattern or commonalities. If probable cause is established, an arrest will be made. Incidents of a hate crime are reported to Nassau County Data Processing. The Nassau County Police Department's Office of Chief of Detectives assigns a control number to all bias incident/hate crimes and maintains daily, weekly, monthly and annual statistics. The statistics are categorized by incidents involving race, color, national origin, ancestry, gender, religion, religious practice, age, disability, or sexual orientation of a person. This data is shared monthly with the Chief of Department, District Attorney's Office, New York State Division of Criminal Justice Services (DCJS) and Anti-Defamation League.

Police Reform Plan

The Glen Cove Police Department will continue to vigorously investigate all hate crimes. The Department will be issuing a bi-annual Bias Incident and Hate Crime Report for public review through the Nassau County Police Department. This report will breakdown bias incidents and hate crimes reported in Nassau County categorized by bias type. In addition, hate crimes and the damage caused by them will be a topic explored in our 5th grade PRIDE Program. Through education and enforcement, the Department expects to reduce the occurrence of bias/hate crime within our community.

Failure to Pay Fees and/or Fines for Summonses

In its EO203 guidance, New York State suggests some police departments create a debtors' prison and prioritize revenue- generation at the expense of civil rights. The text of the Guide suggests that police departments should not set high fees or issue warrants based on failure to pay such fees. The Glen Cove Police Department does not set fees and/or fines nor does it issue warrants.

Current Practices

The Police Department does not issue arrest warrants under any circumstances. This is especially true for failure to pay fees or fines. That is a role and function of the courts (criminal or traffic). Officers only role in this process is to issue court summonses (tickets) to law violators. The resolution and disposition of that summonses, including fines, are set and maintained by a Judge sitting on the Glen Cove Court or the Nassau County First District Court. Officers do have

discretion to issue a ticket or warning based on a number of factors to include, the nature of the infraction, the rate of violations and accidents at high frequency accident locations, complaints from the public regarding persistent traffic violations as well as other variables including enforcement efforts directed as a result of traffic analysis. The act of driving is a privilege in New York State, all one must do to keep that privilege is follow the rules according to New York State Department of Motor Vehicles.

Police Reform Plan

The Glen Cove Police Department is not involved in the process of issuing fees and/or fines for summonses and it does not issue warrants. This is the proper duty of a sworn Judge of the Glen Cove or Nassau County Court. Our plan is to remain separated from this process and to act independently of the Court in terms of issuing warrants and setting fines or penalties.

Mental Health and Homelessness

Responding to persons suffering a mental/emotional illness has become a major issue across the United States. Deinstitutionalization has left more and more people to fend for themselves without proper medical and psychiatric care. This has fueled the homeless population throughout the nation and has led to community frustration. Ultimately, due to lack of governmental services, the police have become the default agency to deal with the mentally ill and homeless. The Glen Cove Police Department is respectful to persons in crisis. Our mission is to render assistance and to help the person begin the process of healing.

Current Practices

The Glen Cove Police Department responds to all medical emergencies where people are suffering a mental or emotional crisis. Each year, we respond to and assist approximately 250 people in mental distress. Due to the nature of these calls, the Glen Cove Police Department has clear policy guidance and trains extensively on dealing with persons suffering mental/emotional crisis.

All officers in the Glen Cove Police Department undergo twenty (20) hours of NYS DCJS Mental Health training curriculum. The purpose of this course is for officers to be able to identify behavioral signs of emotional distress, to effectively communicate with an emotionally disturbed/mentally ill person, and to help people with mental illnesses connect to resources. This curriculum uses role-play for reality-based training simulating people in crisis. In addition to the DCJS Mental Health course, the NCPD academy addresses mental health training

in the syllabi for the following courses: crisis intervention, de-escalation and professional communication, hostage negotiation, autism awareness, and interview and verbal skills. The Nassau County Police Department Academy conducts extensive mental health training for recruits and during in-service training. This training includes active listening, the importance of empathy and persuasive communication as discussed in previous sections. Additional training is conducted internally at the Glen Cove Police Department by New York State Certified instructors. This training focuses on de-escalation during critical incidents. All officers receive this training annually.

Glen Cove Police Department Operational Policy #13-21 Dealing with Mental/Emotional Crisis (OP-13-21, effective January 1, 2015) outlines the policy and procedures to follow when assisting those in mental/emotional crisis. When responding to a call for a person in mental/emotional crisis, officers are to make certain they have adequate assistance and that they request a Patrol Supervisor, and an ambulance to the scene. In situations where the subject exhibits violent behavior and the situation is likely to result in serious harm, personnel from the NCPD Emergency Services Unit (ESU) will be requested to respond as well. A substantial risk of physical harm is defined as a threat or attempt at suicide or serious bodily harm, conduct demonstrating danger to oneself, or a risk of physical harm to other persons who are placed in reasonable fear of violent behavior. The responding officer is to assess the situation and obtain the following background information: patient's mental and medical history, prescription or illegal drugs being taken, current problem, patient's behavior prior to police arrival, and patient's past violent behavior. It is the responding officer's responsibility to determine if the patient is conducting themselves in a manner in which they are likely to inflict serious harm to themselves or others. If they are not a threat to themselves or others, but appear to need evaluation, the officer will refer available resources such as Mobile Crisis Outreach Team, the National Alliance on Mental Illness, 211, and the National Suicide Prevention Lifeline. If the person appears to be a threat, officers must secure the immediate area to facilitate taking the subject into protective custody as per New York Mental Hygiene Law 9.41. It is the goal of the Department to assist persons in crisis and help them receive immediate medical attention.

When an encounter involves a suicidal person, a barricaded individual or persons held against their will, the Nassau County Police Department Hostage Negotiation Team (HNT) is available to the Glen Cove Police Department and will be assigned. In addition, the Glen Cove Police Department has 4 officers that are certified Hostage Negotiators.

The Glen Cove Police Department trains extensively on ways to handle persons in crisis. Our officers undergo twenty (20) hours of NYS DCJS Mental Health training curriculum while in the police academy. The purpose of this course is for recruits to be able to identify behavioral signs of emotional distress and people in distress, to effectively communicate with an emotionally disturbed/mentally ill person, and to help people with mental illnesses connect to resources. This curriculum uses role-play for reality-based training simulating people in crisis. In addition to the DCJS Mental Health course, the NCPD academy addresses mental health training in the syllabi for the following courses: crisis intervention, de-escalation and professional communication, hostage negotiation, autism awareness, and interview and verbal skills. Additional training is conducted throughout the year by certified instructors at the Glen Cove Police Department.

Police Reform Plan

The Glen Cove Police Department will institute a program with Mobile Crisis beginning in April of 2021. The “Mobile Crisis Outreach Team” (MCOT) will be notified of all instances involving a situation where a person is experiencing a mental health crisis. MCOT is a unit composed of mental health professionals who provide on-site intervention and evaluation for community members and their families. The Mobile Crisis Outreach Team will be notified of the incident and requested to respond to assist the person in need. If the officers at the scene reach a determination that the individual is a threat to himself/herself or others, the officers will transport the person, by ambulance, to a hospital for a medical evaluation and treatment. If it is determined that the individual is not a threat to himself/herself or others, and transport to a hospital is not necessary, the officers at the scene will reach out to or provide referrals to resources such as MCOT, the National Alliance on Mental Illness, 211, and the National Suicide Prevention Lifeline.

Fostering Community-Oriented Leadership, Culture and Accountability

Community-Based Outreach and Conflict Resolution

The concepts of community-based outreach and conflict resolution involve police addressing the needs of the community while also fostering trust, fairness, and legitimacy. Police organizations can likely overcome barriers and enhance comprehensive community restoration by implementing community-based services to assist victims and offenders and respond to their emotional and physical needs. Increasing the availability of police officers in the community puts a focus on increasing and strengthening community relationships to provide more comprehensive services and responses to citizens in a geographic area. Community-based outreach and conflict resolution allow police agencies to provide education to the communities to increase crime awareness, advise of services offered, and enhance collaboration and trust through proactive outreach.

Current Practices

The Glen Cove Police Department conducts a wide array of activities under the umbrella of community-based outreach and conflict resolution. Several of these activities are highlighted below.

In 1999, the Glen Cove Police Department partnered with the Glen Cove Youth Bureau to create a Youth Mentoring Program. The program was designed to develop positive relationships and mutual respect between officers and youth in the community. Several officers participate in the program and some are on their third mentee as their previous ones have graduated.

In recent years, the Department has partnered with the Glen Cove Boys and Girls Club. Officers conduct several activities at the club including mentoring, yoga and wellness instruction, and youth sports. An example of an event is the Cops vs. the Club basketball game. Officers from the Department play the Boys and Girls Club youth all-stars in a friendly game of basketball.

The Department has also partnered with the Glen Cove Senior Center to

place a senior citizen liaison officer within the Center. The officer attends Center functions and meets with the seniors on a weekly basis. In addition to assisting with enforcement issues, the officer educates the Seniors about scams and other types of fraud.

Another form of community-based outreach is the Glen Cove Police Department's participation in Youth Activity Leagues. The purpose is to provide youth coaching and participation in sports, crafts, educational and other programs of a team and individual nature for all boys and girls in Glen Cove. The goal is to prevent juvenile delinquency, steer children clear from gang activity and to aid in the positive interaction of police officers and youth. This brings the youth in the communities together to harbor friendships that will continue to grow in school and create a stronger community as they mature.

The Glen Cove Police Department has formed a special bond with SAFE, Inc. Glen Cove. SAFE stands for Substance Abuse Free Environment. The Police Department and SAFE work together on several long-standing community projects including Enforcing Underage Drinking Laws, Heroin Awareness, Red Ribbon Week, Parent University and SAFE's Community Coalition. In fact, the Deputy Chief of Police is a member of SAFE's Community Council.

A great source of pride for the Department is our annual National Night Out event. Each August, over one-thousand community members gather in the downtown area of Glen Cove in front of the Police Department for a community block party and open house hosted by the Glen Cove Police Department. The event brings together community members, service organizations, non-profits and other stakeholders to foster cooperation and partnership. The event has been going strong for nearly 15 years and we are committed to keeping it going into perpetuity.

Perhaps our largest outreach effort is the Department's PRIDE Program. PRIDE stands for Peer Resistance Instruction and Drug Education. The Glen Cove Police Department has been participating in the PRIDE Program for over 25 years. The program is delivered to all 5th grade public and private school children by specially trained officers. Topics covered include peer-pressure, bullying, online safety, stranger danger, and problems associated with substance abuse (drugs, alcohol, and tobacco). Children are instructed on positive ways to deal with these issues and how to avoid the harms associated with them. The program is held in high regard by the students, teachers and Superintendent of the Glen Cove School District.

Police Reform Plan

The Glen Cove Police Department will continue to expand upon our Community-Outreach efforts. We have assigned two officers to maintain our department Facebook and Instagram pages. These social media platforms allow us to reach a large portion of the community with crime and safety tips. Additionally, we utilize these platforms to update the community about emerging public safety and traffic concerns. The Police Department is also featured on the City's website. We hope that these pages promote transparency, allow insight to the daily operations, and act as an avenue for communication. Finally, we are always seeking to expand our formal and informal partnerships with community organizations. We will work to identify new and emerging organizations and seek them out for engagement.

Problem-Oriented Policing

In theory, problem-oriented policing replaces primarily reactive, incident-driven policies with strategies that proactively identify underlying issues that can be targeted to alleviate crime at its roots. Problem-oriented policing requires the careful analysis of issues to design tailor-made solutions response to similar obstacles. Police officers identify potential matters of concern, analyze the issue using a variety of data sources, design and implement response strategies, and assess the success of the strategies. Officers work closely with citizens to address crime concerns and quality-of-life issues.

Current Practices

The concept of Problem-Oriented Policing has been successfully integrated into Glen Cove policing strategies for decades. In 1997, the Crime Prevention Unit (CPU) was established to place plain clothes police officers in the areas they are needed most. The purpose of the Crime Prevention Unit (CPU) is to respond to the community's needs and provide an improvement in the quality of life for all community members. The primary duties of the Crime Prevention Unit are targeted street crime enforcement, narcotics, Quality of Life issues, and provide follow-up investigations of all misdemeanors, violations, and many felonies.

Glen Cove Police officers receive training and instruction in Problem-Oriented Policing from the Nassau County Police Academy. The academy instructs recruits on the methods of Problem-Oriented Policing in a two (2) hour course encompassing the value of community-oriented policing and problem solving. In addition, our Field Training Officers place a major emphasis on

problem solving during the 6-week program. Recruits are expected to hone and demonstrate their problem-solving skills throughout the program to a level of mastery.

Police Reform Plan

We are seeking to expand the Crime Prevention Unit. Currently, the Unit is comprised of two investigative Detectives and a Supervisor. We plan to increase the Unit to four Detectives. This expansion is necessary as continued development increases the population in Glen Cove. This expansion will allow us to have a cadre of trained investigators on hand to deal with emerging problems and community issues.

Use of Force Policies

EO203 directs police agencies to pay special attention to issues and policies regarding the use of force by police. In our discussions with community members, this was a topic of great concern to them. In fact, one community forum centered around the “8 Can’t Wait” campaign and how the policies, practices and procedures of the Glen Cove Police Department stack up to the eight priority areas identified in the campaign. The resulting discussion demonstrated the ways in which the Department meets and/or exceeds the “8 Can’t Wait” recommendations and are discussed below.

Current Practices

The use of force by members of law enforcement is a matter of utmost concern both to the public and the law enforcement community itself. When faced with a situation where the use of force is objectively reasonable under the circumstances, the guiding values of members for the Glen Cove Police Department shall be those principles set forth, as well as the paramount objective of reverence for the sanctity of human life. The policy of the Glen Cove Police Department is to prevent crime and arrest offenders while valuing and protecting human life. In situations where force is necessary to achieve this goal, it is the policy of the Department to use the minimal amount of force necessary to bring a person or situation under control. In all use of force situations, members will use force based upon the totality of the circumstances using the reasonable and necessary standard to effectively bring an incident or person under control. In all cases, the primary duty of all Members of the Department is to protect human life and provide for the safety of the community. Force is authorized when reasonably believed to be necessary to affect a lawful arrest or detention, to prevent the escape of a person from custody, or in defense of one’s self or another. The reasonableness of a particular use of force

must be judged from the perspective of a reasonable officer on the scene. Whenever feasible and consistent with personal and public safety, members should de-escalate the use of force once a particular threat and/or resistance has dissipated. The progression of force goes from verbal, physical, non-lethal, impact and firearm. Officers are trained to recognize that this progression can go in both directions from escalation to de-escalation as the situation evolves. To determine the objective reasonableness of force, members shall consider the following factors:

1. the severity of the crime or circumstances;
2. the level and immediacy of the threat or resistance posed by the suspect;
3. the potential for injury to citizens, officers, and suspects;
4. the risk or attempt of the suspect to escape;
5. the knowledge, training, and experience of the officer;
6. officer/suspect considerations such as age, size, relative strength, skill level, injury or exhaustion, and the number of officers and subjects;
7. other environmental conditions or exigent circumstances.

The Department recognizes the vital need for its Members to logically analyze situations, oftentimes rapidly and under tense circumstances, and to respond appropriately to the wide range of emergent incidents, threats and risks they are faced with. A Member's decision to use force in a particular situation, including the type and degree of force, should exhibit a rational and constructive thought process. The decision-making framework utilized in circumstances involving the use of force should incorporate the following: gathering of information, assessment of the overall situation, consideration of police powers and Department policy, identification of available options and the determination of a suitable course of action, and continuous reassessment.

Members of the Department who witness another Member of the Department using force that he/she believes to be clearly beyond what is objectively reasonable are duty bound to intervene to prevent the use of unreasonable force if and when he/she has a realistic opportunity to prevent harm. Members of the Department who observe another member using force that exceeds the use of what is objectively reasonable shall promptly report these observations to his/her supervisor. In every situation, Members of the Department are expected to act with intelligence and employ sound judgment in furtherance of the spirit of this policy. The use of non-lethal types of force should be considered during any encounter, it is recognized that the use of deadly force may be the only viable option available at times.

A Member of the Department is only justified in using deadly force when it is to protect him/herself or another person from what the Member reasonably believes is an imminent threat of serious physical injury or death, or to stop a fleeing suspect where:

1. the Member has probable cause to believe the suspect has committed a felony involving the infliction or threat of serious physical injury, and
2. the Member reasonably believes that the suspect poses an imminent threat of serious physical injury to the Member or to others.

The basis for such a determination depends on the totality of circumstances. A Member of the Department must be able to clearly explain his or her reason(s) for the use of deadly force, the external circumstances that formulated his or her decision to utilize deadly force, or not to use alternative non-lethal methods of force, as well as the factors that led to the conclusion that the Member's life, the life of another Member of the Department, of the lives of the public, were in imminent peril and the use of deadly force was reasonable and necessary. When feasible, Members of the Department shall provide a warning prior to the use of deadly physical force.

Members of the Department shall notify their immediate supervisor as soon as possible of instances involving the use of force. Following involvement in any such incident, Members of the Department are required to complete a Glen Cove Police Department Use of Force Report. Use of force incidents are reviewed by the officer's immediate supervisor, a Platoon Supervisor, the Command Staff, and the Firearms and Defensive Tactics Division. These use of force incidents will be examined to determine trends in weapons used, outcomes, reasons for usage, and where and when force is being used.

Glen Cove Police Department Policy prohibits the use of force except as provided by law, (Operational Policy #4-21 and #5-21, Use of Force and Use of Deadly Force) therefore, the use of force for punitive or retaliatory reasons is strictly prohibited. Members of the Department will only use force in accordance with existing law and Glen Cove Police Department policy, rules and procedures. Any unauthorized use of force which could be criminal in nature is immediately forwarded to the Nassau County District Attorney's Office for review. In all cases, the primary duty of all Members of the Department is to protect human life and provide for the safety of the community. It should be noted that members of law enforcement who use unreasonable force diminish the confidence of the community they serve,

expose their department and fellow officers to legal and physical hazards and violate the rights of individuals upon whom unreasonable force is used.

The Department is aware of the public concern for shooting at moving vehicles. Operational Order #5-21 prohibits firing at or from a moving vehicle unless deadly force is being used against the Police Officer or another by means other than a moving vehicle.

New York State Department of Criminal Justice Services mandates Police Academies to instruct use of force for eleven (11) hours. Glen Cove Police Officers receive nineteen (19) hours of use of force training including eight (8) hours of reality-based training. Academy staff utilize training supplements to assist with fluid and dynamic situations. Simunitions and Virtual Reality Simulators replicate reality-based scenarios including an active shooter, when a subject points gun at officer, when subject turns around towards officer with a cell phone in hand, de-escalation of person in crisis and professional communications. In addition to their academy training, Glen Cove Police Officers qualify with their firearms twice (2) per year and receive use of force training during these training sessions.

Police Reform Plan

On June 12, 2020, New York State enacted a new law, P.L. §121.13-a Aggravated Strangulation. Although choke holds were never allowed under our policy, we are aware of community concerns regarding forms of force that restrict breathing. Members of the Department will not use any restraint technique during arrest or transport that dangerously inhibits a restrained person's breathing. Members of the Glen Cove Police Department have all been trained on the dangers of positional asphyxia and how it relates to the apprehension and detention of those in custody. The Glen Cove Police Department, upon the passage of the new law, immediately addressed this law in our Use of Force Policy. Section 5.4 directly states, "*Choke holds prohibited: Any arm bar or choke hold applied to a person's neck which is intended to impede breathing and/or blood flow shall be strictly prohibited in all circumstances.*" On June 16, 2020, the Nassau County Police Department issued Legal Bureau Bulletin 20-004 on which discussed this law change at length. The Legal Bulletin was distributed to members of the Glen Cove Police Department. All officers were trained on the new law in the Fall of 2020 and will receive continual training as it has been incorporated into our Firearms Training, Defensive Tactics Training and Department Policy. To ensure our officers are aware of recent legislation and policy changes regarding use of force, this topic will be covered during in-service training.

In October of 2020, the City of Glen Cove Police Department began a pilot project whereby all use of force incident data is collected and submitted to the FBI and New York State as part of our Uniform Crime Reporting System. This will allow for accurate national and state level assessment of use of force by police. The Glen Cove Police Department policing plan is to continue to participate in the program and make this a standard practice within our agency.

Complaint Tracking and Transparency

The Glen Cove Police Department holds its members to a high standard of professional and individual conduct in order to serve the citizens of the city and its visitors with confidence, integrity and respect. In addition to its enforcement, members are required to obey the law and to respect the dignity of all people. In furtherance of our mandate and commitment to the principles of honesty and ethical behavior in all actions; all complaints are thoroughly and impartially investigated at the supervisory rank, followed by multiple levels of review before final approval. All allegations of misconduct are thoroughly investigated. Civilian complaints may be filed twenty-four (24) hours a day, seven (7) days a week. Anonymous complaints are accepted and complaints will be taken from anyone, with or without a connection or direct relationship to the incident. Investigative findings are provided to complainants who choose to provide their contact information.

Current Practices

The rules set forth regarding the investigation and reporting of alleged acts of misconduct are contained in in Department Manual Administrative Policy #AP-8. Alleged acts of misconduct must be investigated, and the results of the investigation must be reduced to a written report. The investigating officer shall summarize the pertinent facts including:

1. An abstract (summary) of the complaint or alleged act of misconduct.
2. Pertinent portions of the statements of all parties to the incident.
3. A description of the incident, physical evidence and other evidence important to the case.
4. The observations and conclusions of the investigating officer.

All complaints are promptly reviewed. Investigations are conducted by supervisors, followed by multiple layers of review before findings are approved. The Investigating Supervisor thoroughly interviews the complainant and available

witnesses and collects and reviews all evidentiary material. At the completion of the investigation, findings are provided to complainants who elect to provide their contact information. Investigative findings are categorized as follows:

1. Unfounded: The investigation indicates that the act or acts complained of did not occur or failed to involve police personnel.
2. Exonerated: Act did occur but was justified, lawful, and proper.
3. Not Sustained: Investigation fails to discover sufficient evidence to clearly prove or disprove the allegations in the complaint.
4. Sustained: The investigation disclosed sufficient evidence to clearly prove the allegations made in the complaint.

Depending on the nature of the activity, repercussions for substantiated complaints range from verbal discipline and retraining, to fines and loss of pay and in more extreme instances, termination. Officers that engage in activity which may contain criminality, are screened by the Nassau County District Attorney's Office for evaluation and if necessary, prosecution. Officers that engage in excessive force may find themselves in criminal, civil and civil rights proceedings. Members found guilty of criminal activity are subject to the same sanctions and penalties imposed by the law as the civilian population. Founded investigations for violation of rules or regulations are referred to the Department's Command Staff for consideration of discipline, which is ultimately determined by the Chief of Police.

Police Reform Plan

In accordance with the repeal of section 50-a of the New York State Civil Rights Law and the amendments to Article 6 of the New York State Public Officers Law (Freedom of Information Law) founded complaints and dispositions thereof will be made available to the public as required by law. NCPD Legal Bulletin 20-003 was issued notifying the members of the Glen Cove Police Department of the change to the law.

Complaint forms are available at the Police Department and will be made available on the Glen Cove Police Department's new webpage, the City's webpage and the Mayor's Office. In addition, complaints may be lodged at the Nassau County Police Department, Nassau County District Attorney's Office, and the New York State Attorney General's Office.

Body Worn Camera Program

Body Worn Camera's (BWC) have become an increasingly standardized tool employed by police departments across the nation to aid in transparency and accountability. Research has demonstrated the utility of BWC's and police leaders, and officers alike, have begun to advocate for their use.

Current Practices

The Glen Cove Police Department does not currently utilize a BWC system. The Chief of Police has expressed his desire to begin a program once funding becomes available and information technology issues can be resolved. The fact is that BWC programs are inherently expensive and require the addition of a dedicated workforce to administer and upkeep the program.

Police Reform Plan

The Police Department will actively seek external funding to support a Body Worn Camera Program. The Department will be guided by and learn from the Nassau County Police Department's current implementation of their BWC Program. Nassau County has hired an outside consultant to explore the best options and assist in drafting policies and plans to support the program. Any best practices emerging from this exercise will be adopted into the policies and procedures of the Glen Cove Police Department. In addition, the Department is currently taking steps to support the program by developing a new position within to assist with and coordinate all Information Technology demands associated with BWC's. The responsibility associated with the position include recording and retaining video evidence, auditing video for policy compliance, and maintaining the hardware and software necessary to run the system.

Recruitment and Supporting Excellent Personnel

Department Staffing and Recruitment

Department staffing is an area highlighted by New York State for review under the collaborative policing plan. In recent years, the Department has fluctuated between forty-six (46) and fifty-three (53) officers. Historically, the Department was as large as sixty-five (65) officers. Emerging trends in housing within the community certainly support increasing numbers of sworn officers as the

population with Glen Cove climbs.

Current Practices

The Glen Cove Police Department consists of fifty-three (53) sworn members and 36 civilian employees. The sworn members include 34 Patrol Officers, 6 Detective Investigators, 8 Sergeants (Patrol Supervisors), 3 Lieutenants (Platoon Supervisors), a Deputy Chief and Chief. Of those civilians, fifteen (15) are school crossing guards, twenty-one (21) are auxiliary police officers, two (2) are clerks, one (1) is a police dispatcher and the remainder are custodians.

Ultimately, the hiring process is one that is not controlled in whole by the Glen Cove Police Department but rather is controlled by the Glen Cove Civil Service Commission. In terms of recruitment and selection, the civil service process and laws dictate who will be a viable candidate for the job of police officer and who will not.

Police Reform Plan

The Glen Cove Police Department recruits extensively within the community on a continual basis. Recruitment is achieved through personal interactions with potential candidates by each and every officer. In an effort to reach a more diverse group of candidates, the Department has been promoting the Police Officer Civil Service Exam through our website, distributing pamphlets during community events, utilizing social media platforms, and engaging the youth in the community. Officers from the Glen Cove Police Department actively engage potential recruits at career days, job fairs, and other community forums including school events and city celebrations.

Incentives for Officer to Advance Policing Goals

Promotion of professional progression through the many divisions of the Police Department is a traditional method for incentivizing Officers to advance their careers. Officers who are drawn to promote traffic safety may be assigned to Traffic Safety or Motor Carrier Unit, others interested in investigations may request to become part of the Crime Prevention Unit or be selected to the Detective Division, and those who wish to enhance community service may request to become certified PRIDE Instructors.

Current Practices

The Glen Cove Police Department recognizes officer's positive behavior and performance in numerous ways. One of the basic forms is publicizing "good-guy" letters received from the public on Department forums including Facebook and internal information boards. Other forms of recognition are more formal. Several civic associations present awards to

officers throughout the year including the VFW, Mothers Against Drunk Driving (MADD), Local Chambers of Commerce and the Nassau County Chiefs of Police. These awards are usually nominated by a supervisor or Chief of Police. Finally, the Glen Cove Police Department has a formal recognition program that recognizes officers annually at a formal Awards Ceremony. It includes medals and certificates. The majority of these medals are for bravery, exemplary service and lifesaving.

Police Reform Plan

The Police Department will explore formalizing the “good-guy” letter process by developing a “Thank an Officer” button on our Department Website. The button will bring community members to a page that they can fill out to recognize an officer for their efforts to assist them. This will then be publicized on Facebook and internal department boards.

Implicit Bias Awareness Training

Implicit bias awareness is a theory acknowledging that individuals are susceptible to making automatic associations of individuals between groups of people and stereotypes about those groups, which may lead to automatically perceiving crime based on an individual’s membership in a particular group. Training and exposing police officers to the existence of unconscious bias is believed to help reduce and manage implicit bias. Diversity training that addresses implicit or unconscious bias can help individuals manage and minimize its existence by increasing awareness and ensuring respectful encounters both inside the organization and with communities. Respectful language, thoughtful and intentional dialogue, and consistent involvement, both formal and informal, in community events help ensure that relationships of trust between police and communities will be built.

Current Practices

Implicit bias and biased-based policing are also addressed through Department policy. Policy Statement #2 (PS-2-21, effective January 1, 2015) of the Glen Cove Police Department Manual specifically addresses biased-based policing and racial profiling. In sum it reads, “It is the policy of the Glen Cove Police Department to prohibit all police practices involving profiling or other biased based decisions. No officer may take any enforcement action based solely upon any common trait shared by any group of people, which is not in itself indicative of criminal activity. This includes, but is not limited to, race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group or any other group identifier. The Glen Cove Police Department does not condone racial

profiling/biased based policing and Members of the Department will not engage in it. It is inconsistent with effective policing and equal protection under the law for all persons. Racial profiling/biased based policing undermines the efforts of law enforcement by causing a loss of respect for the law and a loss of credibility for the Department, particularly within the communities that need professional policing the most. Even the perception of racial profiling creates a distrust that discourages participation in the criminal justice system.” In addition, Operational Policy #16 (OP-16-21, effective May 6, 2016) outlines specific procedures that officers and supervisors must follow including expanded guidance on pre-textual stops (NCPD Legal Bulletin 09-006) and prohibiting profiling. The policy also outlines supervisors’ responsibilities when addressing allegations of biased-based policing.

Police Reform Plan

The Glen Cove Police Department is committed to creating a police agency that is free from bias, hate and racism. As part of our on-going efforts to train our officers on these topics, we are instituting a mandatory in-service training for all officers on implicit bias. As of the writing of this report, all members of the Glen Cove Police Department have received a two (2) hour-block of training on implicit bias awareness. In addition, the academy has added an additional eight (8) hours of newly expanded training addressing anti-bias, morality, ethical awareness and cultural diversity. This supplementary eight (8) hour training will occur just prior to recruit graduation. The academy staff stresses ethical and moral courage and the importance of holding each other accountable for their actions. Finally, the Glen Cove Police Department will be implementing a program to utilize the NYS TraCS system when issuing traffic summonses. As part of the program, the Department is purchasing all of the required equipment and will join Nassau County in tracking traffic stop data.

De-Escalation Training and Practices

Definition:

The concept of de-escalation refers to the range of verbal and non-verbal skills used to slow down the sequence of events, enhance situational awareness, conduct proper threat assessments, and allow for better decision-making in order to reduce the likelihood of a situation escalating into a physical confrontation or injury. Maintaining public trust is an essential element of effective policing and without it public deference to police authority diminishes, with minor incidents more likely to escalate to the use of force. A key factor in enhancing an agency’s legitimacy in the community is reducing the need for use of force through the practice of de-escalation whenever possible. De-escalation practices provide an opportunity to

create an open dialogue between members of the community, police agencies, and the government.

Current Practices

The Glen Cove Department is fully committed to fostering de-escalation practices and policies. Through effective communication and control over their own emotions, officers can bring almost any interaction with their constituents to a successful, non-violent conclusion. De-escalation enhances the safety of police officers and the public. The most important tool an officer has available to them is communication and the ability to verbally disarm someone. The Glen Cove Police Department strives for a positive outcome in every situation.

In the Nassau County Police Academy, our recruits are taught the Five Universal Truths of Human Interaction: people feel the need to be respected, people would rather be asked than told, people have a desire to know why, people prefer to have options instead of threats, and people want to have a second chance. The academy instructors also stress the importance of understanding that being in charge of a situation does not necessarily mean you are in control. Officers can gain control of a situation through effective communication. Officers should use verbal, non-verbal and tactical communication to be persuasive speakers. Officers are also provided with methods of interaction in basic street encounters as well as appropriate dialogue for each aspect of the encounter.

De-escalation requires the ability to be not only a persuasive speaker, but also an active and engaged listener. To be an active listener, an officer must be open and unbiased, listen to all of what is conveyed (verbal and non-verbal), interpret the meaning and respond appropriately and be free of judgment. The Glen Cove Police Department stresses the importance of empathy, as it recognizes the ability to understand someone's feelings and emotions. Empathy is key to understanding another person's perspective. Successful interactions to de-escalate a situation require Officers to assess, engage and resolve. Assessment of a situation is one of the most vital aspects of response to a situation. Officers are given very limited information prior to responding to a call and therefore the initial assessment is extremely important. Engaging in a situation is the most critical part of conflict resolution. Officers must control themselves and free their minds of anger, fear, judgment and ego so they can respond without outside influence. Resolution is where the encounter will end, whether good or bad. If the Officer can maintain control of the situation and themselves, a successful conclusion is a near guarantee. In all situations, it is imperative Officers respond and not react. When an Officer reacts, they are no longer in control as the situation is controlling them. Recruits are

also taught to identify their weaknesses. Once identifying the trigger, one could make attempts to remove it. By recognizing that a weakness exists, the Officer can consciously avoid being triggered by others and therefore remain in control.

To ensure our Officers are aware of de-escalation training and practices, this topic is covered in all of our Use of Force training. In addition, de-escalation training was the central focus of our Mental/Emotional Crisis Training.

Police Reform Plan

De-escalation training is being threaded into all aspects of departmental training from Use of force to Firearms to Crisis Intervention training. In addition to training de-escalation tactics, we formalized its importance by memorializing de-escalation into our Use of Force Continuum. De-escalation has and will form the backbone of all future Police Department Training. Another example of this commitment is our recent effort to have our Use of Force instructors qualify as ABLE train-the-trainer instructors through Georgetown University's Innovative Policing Program. ABLE (Active Bystander for Law Enforcement) is an innovative program where officers are instructed in active bystandership tactics and trained to intervene in situations where a fellow officer may be acting inappropriately. This will help to support our "duty to intervene" policy mandate and will also help us to ensure that all of our officers are acting in the best interests of the public and the Department. The Glen Cove Police Department's application to the program has been approved and the first training sessions are slated to be held in April of this year.

Supporting Officer Well-Being

The unfortunate truth about the working environment of a law enforcement officer is that during the course of a police career, officers will be exposed to numerous traumatic events. As with all of society, some officers will have the mechanisms to cope with these events in a positive manner while others may not. The Department is concerned about the health, well-being and safety of our officers and has taken several steps to ensure that our officers are well supported.

Current Practices

The Glen Cove Police Department makes extensive use of the Nassau County Peer Support Team. Incidents that are especially sensitive require a call-out of peer supporters. They respond to scenes and/or hospitals and other locations as needed and assist the officers involved with positively processing the experiences that they have just been through. This team includes specially trained officers and is available twenty-four (24) hours a day, seven (7) days a week to all police officers.

Our experiences with the Team have been extremely positive.

Incidents that are more negatively impactful may require an officer to be counseled by Employee Assistance. Often, this is initiated by the officer or their direct supervisor. The Glen Cove Police Department has had members of Employee Assistance conduct training at our agency. The officers were told about the process, the services offered, and given contact information for the anonymous process.

The Glen Cove Police Department has trained and certified an officer in Police Officer Well-Being Training through the FBI. This training was conducted at the Nassau County Police Academy and that officer currently is part of the Officer Well-Being Program of the Nassau County Police.

Finally, the Department, in partnership with the Police Union, has made several upgrades to the Police Department Gym in an effort to support officer well-being, physical fitness, fitness for duty and create positive outlets to reduce stress. This has been well received by the officers and is a tremendous source of pride for the Department.

Police Reform Plan

Officer well-being remains a top priority for the Police Department. Stress, trauma, and emotional distress all have a negative impact on the health of officers and can translate into poor practices in the field. This in turn can negatively impact the relationship between officers and the communities they serve. A one-hour block of training will be instructed by our Certified Well-being Officer each year to members of the Department. In addition, we will seek out best practices in the area of health and well-being and train our officers in positive methods to cope with job-related stress. In addition, we will continue to maintain the physical fitness center and make improvements when necessary.

Finally, we are making a commitment to improve the working environment of our officers. Perhaps the most significant issue within the Department is the condition of our police cars. The most significant work environment officers are exposed to is their patrol cars often spending 12-hours per day inside them. In many instances, these patrol cars are well beyond their expected life and milage with some having well-over six years in service and over 100,000 miles of use. The Department and the City have taken steps to rectify this situation. In 2020, three new patrol vehicles were purchased. We requested the purchase of three more vehicles in

2021 and have submitted a plan to purchase three vehicles per year for the next five years.

Closing

The policing plan outlined above represents the Police Department's commitment to the people of Glen Cove. Since 1918, this Department has strived to meet the needs of an ever-growing diverse community while serving with honor, pride, and distinction. Several years ago, the Department adopted the motto "Committed to Excellence." The vision behind the motto is that it forms the basis of all that we do. We are committed to excellence in policing, service, and outreach with the community of Glen Cove. We are committed to excellence in courteous and respectful policing that coproduces safety through cooperation and partnerships. We are committed to excellence in providing a safe and secure community where all people can work and raise a family in safety. We are committed to excellence in assisting victims of crime and seeking help for those that cannot help themselves. In sum, we are committed to excellence in all that we do, and, as highlighted in this plan, this commitment will inform policing in Glen Cove for generations to come.



"Committed to Excellence"