



VILLAGE OF
FAIRPORT
on the Erie Canal

**Police Reform and Reinvention Plan
In Compliance with Executive Order 203**

Chief Samuel A. Farina, Jr.

January 2021



Fairport Village Police Department - Police Reform Plan Pursuant to NYS Governor's Executive Order 203 – Drafted January 2021

As mandated by Executive Order 203, the following is the Fairport Village Police's Department's police reform and reinvention plan that has adopted and implemented the recommendations resulting from our review and consultation of our community's needs/demands, that have included changes to our policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the Fairport/Perinton community and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial/cultural disparities in policing.

Our recommendations included in the police reform and reinvention plan considered evidence-based policing strategies described in the NYS Police Reform and Reinvention Collaboration Guidance Document, with consideration given to transparency, accountability, training, community engagement, qualifications and recruitment, and policies and procedures.

I. Fairport Police Department – Current Operational Capabilities/Policing Services

The Fairport Police Department was established at the time of the Village of Fairport's incorporation of 1867. The Fairport Police Department is a full-time, full-service police agency that provides police services to the almost 6,000 village residents. Staffed with 10 full-time police officers that consist of one police chief, three sergeants, six officers and one police clerk, the Fairport Police Department (FPD) averages about 15,000 service calls per year and costs the taxpayers for the village approximately \$1.8 million dollars annually. The calls for service summary is as follows:

Fairport Police Statistics – Percentage of Performance

Category	2018 Year %	2019 Year %	2020 Year %
Ambulance Calls	2.75%	2.54%	2.05%
Crime Related Investigations	5.85%	3.64%	2.89%
Alarms/Hang-ups/Unknown Cause	5.29%	3.58%	2.69%
Citizen Assists/Info/Welfare Checks	16.14%	14.58%	10.48%
Customer Trouble/Neighbor Trouble	1%	1%	1%
Traffic/MVA/Parking Complaints	6.28%	4.88%	4.83%
Traffic Sops/Enforcement	2.85%	5.41%	1.71%
Domestic Related Calls	1.22%	1.13%	1.10%
Special Attention/Prevention	44.84%	50.80%	61.92%
Suspicious Persons/Conditions	3.90%	2.94%	2.61%
Mental Health Transports	< 1%	< 1%	< 1%
Misc. Events & Community Policing	9.51%	9.45%	8.51%
	14,136	15,133	15,575

Total Calls Annually

The FPD has consistently been recognized having the fastest response time, the lowest crime rate (Crime Index), and the highest solvability rate in Monroe County. As identified as one of the best places to live in America and the entertainment destination in Monroe County, Fairport Village attracts several large scale public social gatherings/festivals that can attract tens of thousands of visitors to the community from all over Monroe County and beyond.

The management of the FPD is performed by a chief of police with direct oversight by a village manager and the village trustees that comprise the village board. Directly accountable to the council-manager government and the community at large, the police chief provides daily, weekly and monthly updates on policing services and holds the agency accountable to policy development and management via the NYS accreditation program as well as best practices in law enforcement as identified by the International Association of the Chiefs of Police (IACP). Currently, the FPD has over 160 policies/procedures that provide specific guidance for policing practices/protocols for the agency.

The FPD's mission statement notes the following, "The Fairport Police Department is dedicated to crime prevention, service and professionalism in order to improve the quality of life for the residents and visitors of the Village of Fairport." As part of our mission for providing police services, the FPD promotes community policing, fair and impartial policing with a mandate to ensure unbiased policing is performed in a manner to promote the equitable and objective treatment of all persons regardless of race, color, national origin, ancestry, gender, religion, religious practice, age, disability or sexual orientation.

FPD actively identifies annual goals/objectives for strategic planning and has adopted a long-term strategic plan for policing services that incorporated the six pillars of the 21st Century Policing Committee on Police Reform published by the Obama Administration. Both of these strategic planning documents are submitted, reviewed and approved by the Village Board and made available to the public for their review.

The FPD has always enjoyed strong relationship with the community that we serve given our community engagement efforts that are a part of the organizational culture as well as our efforts to promote a collaborative community effort with all aspects of public safety.

II. Community Engagement and Community Input Opportunities:

As part of the mandate to draft a police reform and reinvention plan, community input and feedback was mandated by Executive Order to consider as part of the development of our reform strategies. As such, the FPD participated in several community engagement efforts to solicit community concerns, expectations, and recommendations for effective community policing efforts going forward.

In June of 2020, the Fairport Police Department joined the Monroe County Alliance for Transformation of Community & Police Committee (the Alliance) comprised of faith-based members, community members and all police executives from the 11 law enforcement agencies in Monroe County. The mission statement for this committee consisted of, "...piercing the hearts of the police force and civilians by transforming traditional law enforcement to

intentional community policing.” The vision for the committee was set forth as, “For Monroe County to be the champions of intentional community policing through its trusting and impactful community/police relationships, understanding and safety, and fair and just practices toward all people and communities.” The Alliance set-out specific short-term goals, mid-term goals and long-term goals, as this initiative dedicated efforts toward a one-to-two year implementation schedule with specific community and police deliverables toward community policing initiatives. As part of our participation in the Alliance, the FPD attended several community feedback forums that included a community meeting/forum in Fairport on August 27, 2020 at the Fairport High School.

As part of our participation in the Alliance, the FPD chief has taken on the role as a voting member of the executive committee and the co-chairman of the Foundations for Police Redesign Committee. FPD’s participation in the Alliance has allowed for community representatives and faith-based representatives from the Rochester area to discuss policing practices and progressive community policing initiatives. FPD continues to be an active member of the Alliance that will continue beyond the police reform and reinvention plan submission.

For the month of October 2020, the FPD provided an open invitation forum for the Fairport community to meet with the police chief from 3pm to 5pm on Tuesday for four consecutive weeks. During these open sessions, members of the Fairport community discussed policing and general concerns with the police chief. All those who attended were supportive of the police department and appreciated the opportunity to being able to provide their comments directly to the chief of police.

During the month of October, the Fairport Police Department published a Community Satisfaction Survey allowing for the public to anonymously provide information relative to the policing, professionalism, actions and effectiveness of the FPD. Questions in the survey asked about the agency’s visibility, professionalism, competency, approachability, perception of safety, the quality aspects of the department, areas in need of improvement, the greatest public threat, overall satisfaction, the unbiased and non-discriminative manner of policing, and the preferred community engagement initiatives.

The results of the survey (N=319) were overwhelmingly positive with a dissatisfaction rating of about 8.4% and competency/overall satisfaction rating (on a scale of 1 to 10) as 8.33. Those feeling safe in the village at night walking and those feeling safe in their homes and businesses in the village showed a favorable safety rating of 87% and 94% respectively. When asked about what was liked best about the FPD: community engagement was listed as the highest single factor at 40%, professional approach at 38%, quick response times at 36%, high visibility at 30%, and fair and impartial policing at 22% (note the survey taker could pick more than one option, therefore the percentages do not equal 100%). Lastly, when asked about providing police services in a unbiased and non-discriminative manner, the results showed disagreement in 8.4% of the responses. The typed in responses for input from the public regarding community policing desires have been reviewed and incorporated as part of this report.

III. Overview of the Founded & Suggested Policing Needs of the Community:

In the FPD Community Satisfaction Survey, the community was asked about the greatest public safety threat to Village. The community's responses consisted of the following categories:

Traffic/Bicycle/Pedestrian Related	53	22%
Outsiders/Protestors/BLM	52	21%
Crime Related Concerns	28	11%
Drugs	25	10%
Renters/Low-Income Housing	17	7%
Police Related (Pro Police)	16	6.5%
Discrimination/Racism	16	6.5%
Quality of Life Related	10	4%
Social Media	10	4%
Police Related (Anti-Police)	9	4%
COVID Related	4	2%
Domestic Violence	3	1%
Mental Illness	2	1%

From the above charted data, the community declared that the more significant threats to public safety consist of traffic related issues, protest related events, crime, drugs, and renters/low-income housing – all comprise 71% of the responses.

In the FPD Community Satisfaction Survey, the community was asked about what improvements that they wanted to see FPD address. The following responses were categorized as follows:

More Visibility/Foot & Neighborhood Patrols	49	34%
Speed & Traffic Enforcement	21	14%
More Community Outreach Events	15	10%
More Training & Funding for Training	13	9%
More Police Officers	11	7.5%
Diversify the FPD Workforce	7	5%
Dealing with Marginalized Groups	5	3%
Expand Police Services to Town	4	2.7%
Better Communication/Marketing	4	2.7%
Police in Schools	3	2%
Participate in More Youth Events	3	2%
MCSO to Assume Police Services	3	2%
Eliminate FPD	2	1%
Citizen Academies	2	1%
Defund FPD	2	1%
Increase Funding of PD	2	1%

From the above charted data, the community advocated for police department improvements as consisting primarily of visibility related patrols/community engagement efforts, the need to more focused effort to address traffic enforcement, more community outreach events, and more enhanced training especially in the areas of de-escalation, mental health, domestic violence, implicit bias, and cultural sensitivity. As part of the training discussion, the community advocated for increased funding as well to ensure that such training was provided on a consistent basis.

A final part of the citizen survey specifically asked for the types of community engagement initiatives that the community wanted FPD to pursue. The following responses were categorized as the following:

Neighborhood & Foot Patrols/Community Event Attendance	49	32%
Youth Related Initiatives/Presence in the Schools	34	22%
Anti-Racism Related Events – Promote Cultural Sensitivity	19	12%
Coffee w/ Chief and Town Meetings	16	10%
Increase Visibility	10	6.5%
A More Robust and Effective Communication Effort	8	5%
Open House	6	4%
Self Defense Classes & Gun Safety	6	4%
Diverse Workforce	2	1%
Elimination of FPD	2	1%
Citizen Academy	1	1%

Overwhelmingly, there was a request by those completing the survey to increase the FPD’s attendance at festivals, community events, neighborhood patrols, foot/bike patrols and efforts to interface with the public on a more consistent basis. Youth interaction was the next mostly requested community engagement effort with focus in partnering with the schools to drive confidence with our youth and the police through positive interactions. 12% of those who offered comments regarding community initiatives noted the importance of embracing diversity in the community and having an active and positive interaction with persons of color. Notably, the “Coffee with the Chief” initiative that was advertised but not well attended was suggested to continue on a frequent basis along with police town meetings.

In conjunction with the community survey, the Fairport & Brighton Community Forums provided a variety of important feedback that consisted of the following in relation to two basic questions: (1) IN A PERFECT WORLD WHAT WOULD “COMMUNITY POLICING” LOOK LIKE? and (2) WHAT DOES “DEFUNDING THE POLICE” MEAN TO YOU?

For question one, answers relative to this question were categorized and prioritized by number of similar responses from those in attendance:

1. Law enforcement (especially the Chiefs) should engage with the community through more positive interactions.
2. Residency requirement to live in the community being served.
3. Community policing should consist of more diversity in the police workforce.
4. A consistent treatment of public by all police agencies in Monroe County.
5. Community & Police should be involved in solving problems together.
6. Restorative practices should be utilized in lieu of arrest when warranted.
7. Police should handle/focus on “crime” related subjects only.

In addition to these recommendations for the ideal community policing role, the following specific recommendations for services were made by the forums:

1. Police should be provided adequate diversity training/education.
2. Mental Health Services | Counseling services (Social Workers) should partner with the police.
3. The Police should form partnerships with community groups/trust building.
4. Police should focus resources on law enforcement vs. non-law enforcement issues.
5. More investment in police refresher training on communication and de-escalation.
6. Establishment of a police accountability board or process.
7. Support the School Resource Officer Program.

For question one, answers relative to this question were categorized and prioritized by number of similar responses from those in attendance:

1. Re-allocate funding toward restorative/social services.
2. Do not defund - Increase resources to law enforcement for special services, training, youth services, mental health services, SRO's, etc.

Noting the provided community feedback, the FPD police reform and reinvention plan incorporated these suggestions as part of our proposed future policing practices.

As part of our effort to gain an understanding of the need for police/school partnerships in the Village of Fairport, a community survey was conducted in September of 2019. The importance a partnership with the police department and our community's youth was overwhelmingly voiced as part of community feedback efforts. As such, the following results of the 2019 community survey are being provided.

There was an overwhelming agreement of the need for police in schools to promote school safety. 79% agreed, 8% disagreed with the need for police in schools and 13% were “unsure.”

Familiarization with the school resource officer (SRO) program was about 59% of those surveyed. 41% did not know what an SRO program entailed. The importance of educating the public on an SRO program is evident.

For those surveyed who are familiar with an SRO program, 88% favored the program and the use of police in the schools. 12% did not favor this program.

When asked about SRO’s enhancing the safety of the schools, 92% indicated that an SRO program would make schools safer. 8% indicated opposition. The support for an SRO program for Village Schools was noted at 85% favorability.

When asked about the use of Fairport Police Officers routinely walking the schools, there was a 91% favorability for this type of presence in the schools.

Lastly, when asked about specific law enforcement actions that are important in our schools, the top 5 activities consisted of in order of importance:

- | | | |
|----|--------------------------------|-------|
| 1. | Safety and Security Assessment | (73%) |
| 2. | Threat Assessment Teams | (72%) |
| 3. | DARE Program | (62%) |
| 4. | Crime Prevention | (61%) |
| 5. | High Visibility Patrol | (59%) |

Note – the numbers do not reflect a 100% outcome, as the survey allowed for multiple responses.

IV. Established Policies and Practices Addressed by FPD in Compliance with EO 203:

As part of the mandated EO 203, the FPD will address each specific item individually to show current compliance, policy and practice. It is important to note that the FPD has been compliant in each category in terms of best practices and evidence-based strategies.

As part of an annual review of all agency directives and policies, revisions are conducted pursuant to law changes, case law impacts on policing practices, best practices identified through academic research, as part of the accreditation process, and/or based upon community needs. Agency directives and policies undergo a review process internally and upon legal review when necessary to ensure lawful adherence.

A. Use of Force Policies

Our policy complies with the NYS recommended guidelines issued by the NYS Division of Criminal Justice Services and has been reviewed as part of our accreditation mandates. Our policy specifically prohibits choke holds and mandates a duty to intervene when excessive force is utilized. Our use of force policy mandates an administrative review of all use of force situations that is conducted by the shift supervisor, the defensive tactics

expert and final review by the Chief of Police to ensure compliance with NYS law, policy and procedure. The policy is posted on our website and available for public inspection at any time. The policy was last updated on September 22, 2020.

B. Crowd Management

FPD members have been trained in crowd management and mobile field force in the academy and most recently as part of the protests after Memorial Day. FPD members has been asked to provide training on this subject matter to the NYS Association of County and City Managers as well as the Federal Bureau of Investigation to provide our operational planning and best practices for managing large scale public events. FPD has provided security and safety briefings with the MCSO and NYSP for all rallies and events that have occurred in the Village of Fairport that has focused on the preservation of the right to assemble and right of free speech with focus on peaceful assembly as facilitated in partnership with event organizers. Our training will continue to ensure the safety and security of future events in practice that is low-profile manner but with resources available to address criminal conduct or riotous behavior in a very purposeful and humane and effective manner to prevent injury or property damage. FPD's ability to provide safety and security to large scale public festivals, events, and parades in the past without over policing, mass arrests or criminal activity speaks to the value and dedicated efforts of effective planning, preparation, and use of appropriate resources.

In December of 2020, the FPD created and issued a policy specific to crowd management based on prevailing guidelines and best practices provided by the International Chiefs of Police. The policy statement for the directive consists of the following, "It is the policy of this agency 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. In addition, it is a policy of this agency to utilize public safety resources to ensure the safety, security and well-being of all those attending a planned large scale special event by providing effective, efficient and professional services to the community."

C. Community Policing:

The Fairport Police are committed to the tenants of community policing and note in our policy statement from our directive issued in 2016 the following, "The FPD actively endorses community-policing strategies. The FPD is dedicated to implementing methods to improve police effectiveness through examining and acting on the underlying conditions that give rise to community problems."

Below is community policing, community engagement and community relation efforts by the FPD over the last five years.

- Community bicycle rodeo for youth provided by FPD.
- Community Easter egg hunt for youth sponsored by FPD.
- The annual Halloween Parade for youth community event.
- School and Boy Scout tours at the Police Station.
- Civilian Police Academy.

Fairport Police open house and tours.
Fairport Police Scholarship Program (\$2,000 Scholarship given away annually).
Listening Post Program, fully funded by the PBA for 20 years (retired members of community reading with High School Students)
Fairport Assets Program. (Fatal Vision demonstration provided monthly for high school students on the dangers of drugs and alcohol).
Cops on Top Program (community events to promote the Special Olympics).
Immigration Assimilation Dinner and other events in partnership with Fairport Schools and FPD.
Community members ride with the police during the shift.
Anti DWI initiative Fatal Car Accident at the Fairport High School.
T-shirt giveaway with the Rotary Club at Fairport Schools for youth.
Coffee with the Chief community engagement and open forum.
Coat giveaway with the Elks and Knights of Columbus organizations.
Mighty Machine Mania community event with the Town of Perinton.
Numerous Festivals that involve an ongoing effort to walk and engage with the public.
Bicycle Patrol.
Pond Hockey sponsorship.
Annual Bocce tournament with the elderly.
Security checks/survey for area homeowners.
Mask and food giveaways to the community.
Daily directed patrol (walking through the schools engaging with the students).
Daily directed foot patrol of business district and neighborhoods (mandated per shift).
Car Seat fitting program for all residents.
Pharmaceutical Drug Drop off program.
Elementary School/Middle School walk-thru & Active Shooter Preparedness
Career Talks at Schools
Business Partnership Program
Faith-Based Security Assistance Preparedness Program
Active Shooter for Businesses
Sponsor Family at Christmas Time
Railroad/Canal Safety Instruction to all Fairport School Students
Reading to Elementary Children
Ride-a-Long Program for Citizens, Youth and Clergy.
Internship for high school and college students in Criminal Justice.
Community Service Assistance as Adjudicated by the Courts
Security Survey conducted and published for the Fairport School District.
Attendance at Sporting Events for Fairport Schools
Community Surveys and SRO Surveys.
Chemical Prevention Advisory Council Committee Member and active participant.
ERT and School Safety & Security Committee Member & School Safety Plan Reviewer.
Community Radio Appearances for Contemporary Events
Crime Stoppers Appearances on TV media – Channel 13 quarterly
Quarterly Newsletter to Community
Social Media Coordinator for Facebook and Instagram

Autism Community Trainings and Liaison with Fairport Office
Fairport Rotary Club Attendance and Community Events
Neighborhood Block Party attendance.

D. Implicit Bias Awareness Training

The Fairport Police have a policy that has been in existence since 2015 that prohibits racial profiling and implicit bias. The Police Chief has attended several seminars on fair and impartial policing as well as Procedural Justice efforts. The entire department participated in Bias Awareness Training with the Greece Police Department in 2017 that was provided for 8 hours and facilitated by faculty from Roberts Wesleyan College. Implicit Bias training has also been incorporated as part of our annual enhanced in-service with all the other police departments in Monroe County.

In June of 2020, all members of the FPD participated in Implicit Bias and Cultural Sensitivity training provided by Dr. Marlowe Washington who is a local pastor and received his Ph.D. in Diversity. In addition, the FPD conducted on-line training in December on implicit bias. Our training efforts will continue with annual training specific to cultural sensitive and understanding of those we serve in our community.

E. De-Escalation Training & Practice

All members of the Fairport Police Department are trained as Crisis Intervention Team members that utilizes de-escalation community and practices for anyone who is exhibiting acute agitation or mental health issues. In addition, all members of the department are certified Hostage Negotiators that is fundamentally grounded in the use of communication to address high stress or tactical types of situations in a peaceful manner. We also conduct defensive tactics training annually that incorporates the use of de-escalation prior to moving to physical or less-lethal tactics. We are the only agency in Monroe County that has all members certified in these techniques.

The Fairport Police Department has been the primary agency that has provided instruction for the police academy recruits since 2017 regarding professional communication as it pertains to effective communication, skill building and respect-based interactions with the public. This course was designed to provide de-escalation tools for all recruits who attend the academy and the tenants of the course instruction is based in principles used by crisis intervention team members as well as crisis negotiations.

F. Community-Based Outreach

Behavioral Intervention Team (Threat Assessment Team) with Fairport Schools

In 2018, the FPD proposed, aided in creating and now participates in the Threat Assessment Team with the Fairport School District that was designed to allow for restorative intervention strategies for youth that have a propensity to targeted violence. This evidence-based endeavor has realized the effectiveness of a multi-disciplinary effort to discuss school and community related issues with youth and intervention

strategies that allow for restorative and preventative applications in lieu of entry into the criminal justice system when deemed unnecessary. The Threat Assessment Team meets weekly as a multi-disciplinary team and has been provided extensive training in the principles of threat assessment management and intervention.

Rochester Area Threat Assessment Committee

The mission of the Rochester Threat Assessment Team states, “The implementation of a County-Wide Threat Assessment and Management Advisory Team that closes the threat management gaps created by systems siloes and fragmented responses by providing a central point of information coordination and case management.” FPD was part of the creating and is now an active executive committee member for this initiative to examine restorative, preventative and specific intervention strategies when dealing with members of the Monroe County community that have a propensity for targeted violence, mental health issues, or public safety concerns. The committee consisting of multi-disciplinary members meets bi-weekly to discuss cases and strategies for those in our community that require resources, services, and specific intervention strategies to protect the public.

Monroe County Forensic Intervention Team Initiative (FIT)

The Forensic Intervention Team (FIT) is a program of Monroe County Office of Mental Health (MCOMH) in collaboration with the eleven law enforcement agencies in Monroe County. FIT partners MCOMH clinicians directly with law enforcement, with the goal of assisting individuals in crisis who come to the attention of law enforcement to access appropriate services and to optimize outcomes through on-scene assessments and referrals. The mission of FIT is to provide effective and compassionate crisis intervention to individuals living with mental illness in the community who encounter law enforcement officers/deputies. The goal is to de-escalate crisis situations and provide appropriate referrals, when necessary, and offer the least restrictive level of care thus avoiding unnecessary hospitalizations and incarcerations safely and effectively. This model allows law enforcement agencies and FIT clinicians to work together with the common goal of providing the best options for individuals living with mental illness in our communities.

The Fairport Police Department employs the use of the FIT principles at each mental health call and relies upon this highly effective resource on a constant basis. In 2019, the FPD utilized the FIT services and formally initiated 147 referrals.

G. Transparent Citizen Complaint Disposition Procedure

FPD has a transparent IA complaint process (General Order) that complies with the NYS accreditation standards and best practices used today. The complaint process consists of a two tier system where there are demeanor or policy violations that can be investigated by a supervisor and the results communicated back to the complainant to

the more severe complaints of criminal conduct, excessive force allegations, civil right violations, biased based, etc., that would utilize investigative services at the level of the Chief of Police in conjunction with the DA's Office, the NYSP police, the MCSO and the NYS Attorney General's Office. The complainant is always provided updates and final disposition for every complaint. Our policy notes that a complaint can be received in any format and can also be received anonymously.

H. NYS Accreditation Program Compliance

The Fairport Police have been NYS Accredited since 1996. As part of that endeavor (voluntary to participate), we have created policies and practices pursuant to the accreditation standards set forth by the state. The FPD remains committed to the accreditation process and enjoys being part of the only county in New York State where all law enforcement agencies are accredited. The FPD will be researching the potential for moving to national accreditation provided by the Commission on Accreditation for Law Enforcement Agencies, Inc.

V. Proposed Reform or Reinventive Practices Going Forward:

The Fairport Police Department have been actively reviewing and evolving as part of our commitment to community policing and understanding the community's policing needs. Our active interest in the community's voice has been captured over the past 5 years with the solicitation of community comments via four surveys, attendance at public forums at monthly Village Board meetings, open forums specific to police concerns, and active participation in community/police interaction committees. As part our recent efforts to gain community feedback as it pertains to the police reform and reinvention plan, the FPD has developed some recommendations and goals that are outlined below.

Our recommendations and goals have been developed in a manner to promote diversity, inclusion, equality, fair and impartial justice for all that we come into contact – a standard that was established prior to this opportunity for reform and reinvention. The FPD took this opportunity to move to a more progressive and innovative manner so that the community can continue to see our effectiveness and professionally applied services.

We will start with a very poignant quote from a research based, peer reviewed study that epitomizes the development of our recommendations and goals. "For some time, the federal government has defined "good" policing as policing with procedural justice (e.g., Reno, 2001). The procedural justice model of policing is about the credibility of officers as agents of a benevolent social planner; citizens must perceive that (a) they are being treated fairly relative to others (motivation, honesty, and ethicality), (b) they are given the chance to explain or defend their behavior (opportunities for representation and error correction), and (c) their explanation is taken into account before any police action is taken (perceived officer bias and decision quality; Sunshine and Tyler, 2003; Tyler, 1988). Although procedural justice is technically neutral on the frequency with which officers make arrests or use force, in practice, the two are inextricably linked (Kuhns, Johnson, and King, 2011). Arrests and use of force are consistent with procedural justice if, and only if, they are objectively proportionate to the specific circumstances

of the citizen encounter in which the officer uses those actions. When the actions seem to be arbitrary, racially disproportionate, or unjustified by the actual situation, they are more likely to be perceived by the public (and by the Department of Justice) as excessive.”

Owens, Emily & Weisburd, David & Amendola, Karen & Alpert, Geoffrey. (2018). Can You Build a Better Cop?: Experimental Evidence on Supervision, Training, and Policing in the Community. Criminology & Public Policy. 17. 10.1111/1745-9133.12337.

Recommendations/Goals:

1. *FPD will focus our policing efforts on the correct proportionality of the warrior/guardian mindset to ensure that our emphasis remains on service mindedness.*

According to the Bureau of Justice Statistics, police encounters of those 12 years of age and above result in the use of force in about .02% of the time annually. For use of force situations where an authorized arrest or the protection of others is warranted, a police officer must utilize a warrior mindset. For the remaining 99.8% of the time, an officer must properly navigate their use of a guardian mindset and not rely on warrior practices to unnecessarily appear. Recognizing the need to foster the guardian mind to provide professional police services in a tempered, relational and respectful manner, the FPD will continue to develop policies, practices, pursue related training, and create an organizational culture to promote a guardian mind approach to policing the community.

2. *Restorative Justice will be incorporated as a means of diversion to the CJ system where warranted.*

The Fairport Police are investing in a restorative justice initiative comprised of multi-disciplinary members from the community as a means of diverting offenders of the community who commit non-violent crimes from the criminal justice system. Working in conjunction with Roberts Wesleyan College restorative justice academic experts, the FPD will embark on a progressive use of policing practices to promote restorative justice by partnering with community members, crime victims and specific community resources. The FPD will be seeking a part-time mental health professional embedded into the agency to coordinate and promote this restorative justice initiative.

3. *Training matters going forward will focus efforts on effective communication, de-escalation, mental health intervention and emphatic perspective with emphasis on human dignity and mutual respect.*

Police training for FPD will be prioritized to include effective communication, de-escalation and specialized to address mental health issues in a manner to promote compassion, human dignity, and respect on an annual basis. Proper funding to achieve the necessary training to this end will be necessary to establish this as a community and policing priority.

4. *A specifically designed community policing focus that is inclusive of all races, cultures, ethnicity, and religious perspectives to be gained by sharing resources and field experiences with all agencies within Monroe County.*

The FPD will embark on an officer exchange program with other Monroe County police agencies to ride for a shift on a routine basis to gain a wider perspective of the urban, rural and suburban diversity that exists in our community and a means developing an understanding the cultural differences that exist. The “in-the-field” exposure will greatly improve a more robust understanding of the cultural differences that exist in our community.

5. The FPD will be reverting back to Peelian Principles with a primary emphasis on fair and impartial policing principles.

Sir Robert Peel’s Principle #2 states, “To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.”

Focus and emphasis will be placed upon the delivery of police services in a fair and impartial manner in the context of Peelian principles.

6. FPD will employ effective policing through research-based policing tactics to address community safety and crime related issues.

FPD will continue to pursue crime reduction and prevention strategies that are employed based upon evidence-based research policing tactics that have been found effective, non-discriminative and unbiased in application and practice.

In the context of community feedback specific to community engagement programs, the following information is being provided as it pertains to community feedback and as it pertains to current research and literature.

In the International City/County Management Association (ICMA) Report for the Model Police Officer- Recruitment, Training and Community Engagement (2018), the report outlined the “Most Successful Community Engagement Efforts by Police” as the following by perceived importance/use:

School programs, liaison and events	14%
Building trust and relationships Events	14%
Civic association outreach	13%
Community events	10%
Social Media	10%
Youth engagement	7%
Addressing community’s concerns/Q&A	7%
Fostering open communication	6%
Serving as a visible/positive presence	5%

National night out, Academy programs, Faith community engagement, “Shop with a Cop”, Foot patrol, Police-hosted meetings, Interagency programs: social/quality of life issues, Multiple approaches, Command involvement at neighborhood meetings, Neighborhood enforcement team, Training and informing residents, and Activist group engagement were mentioned but elicited < 5% of those interviewed as community engagement efforts.

7. Community Engagement Programs to continue based upon feedback and effectiveness.

Based on the community feedback, comments and expectations in terms of community engagement initiatives, the FPD will enhance our current efforts toward the following community programs, in order of importance:

- Neighborhood & Foot Patrols/Community Event Attendance
- Youth Related Initiatives/Presence in the Schools
- Addressing Traffic Concerns – Traffic/Pedestrian/Bicycle Safety (Education, Engineering, Awareness & Enforcement)
- Anti-Racism Related Events – Promote Cultural Sensitivity
- Coffee w/ Chief and Town Meetings
- Increase Police Visibility in the Village
- A More Robust and Effective Communication Effort – Social Media Use
- Open Houses and Station Tours

8. Public Forums & Community Communication Strategies.

Overwhelmingly, the community voiced their concerns about the need for increased transparency through the use of communication strategies that consists of public forums, town hall meetings, “coffee with a cop” style interactions, social media updates and newsletter publications. In addition, there was interest in the FPD making available to the public crime related information in a timely manner. The FPD is committed to ensuring transparency and public trust and will develop strategies going forward to increase the dissemination of police related information to the public in a timelier manner.

VI. Conclusion & Ratification by Municipality

The FPD is committed to police reform and reinvention and this plan has been prepared as part of the community’s feedback and prevailing information from vetted policing initiatives from evidence-based research and best practices. Our plan allows the members of our community to view the FPD going forward in the light of proposed progressive initiatives in conjunction with currently valued community policing strategies that have been a part of our legacy. The FPD has a professional and personal investment in the Village community to provide the best policing practices and services, in the context of high standards for a community that exudes high expectations of their police department.

The FPD is proud to provide our police reform and reinvention plan to the Village Board for their review, discussion, debate, public dissemination, feedback, and ultimate submission to New York State.