

**VILLAGE OF BALDWINSVILLE  
POLICE REFORM AND REINVENTION  
COLLABORATIVE PLAN**

**EXECUTIVE ORDER #203**



## **Preface**

This Police Reform and Reinvention Collaborative Plan submitted by the Village of Baldwinsville is an addendum/addition to the Onondaga County plan, which is a collaboration of many stakeholders within the entire county. The Village of Baldwinsville leadership team, along with local stakeholders and committee members have worked diligently to review, monitor, and improve upon the fine work that the members of our police department perform on a regular basis. The Village does not consider this to be an “ending point”, but rather an opportunity for the police department to continually communicate with our citizens, while constantly striving to improve their level of service and transparency with the public.

## **Community Stakeholders**

William Fitzpatrick, Onondaga County District Attorney

Richard Clarke, Village of Baldwinsville Mayor

Michael Shepard, Village of Baldwinsville Trustee, Chair - Public Safety Committee

Michael Lefancheck, Village of Baldwinsville Chief of Police

Onondaga County Police Reform and Reinvention Collaborative Citizen Committee

## **Village of Baldwinsville Advisory Committee**

Michael Lefancheck

Michael Shepard

Lori Bell

Ruth Cico

David Kilcourse

Jered Zeppetello

Sarah Baker

MaryAnne Williams

Michael Lockwood

# Baldwinsville Police Department Staffing and Structure

The current authorized strength of the Village of Baldwinsville Police Department is thirteen (13) full-time officers and three (3) part-time officers, along with two (2) civilian clerical positions. See below for a listing of personnel at each rank:

Chief of Police	Chief Michael Lefancheck
Police Lieutenant	Lt. Michael Lockwood
Sergeant	3 are assigned at this rank.
Police Officer Full-time	8 are assigned at this rank with 2 serving as School Resource Officers.
Police Officer Part-time	3 are assigned at this rank.
Communication Officer	2 are assigned to this civilian/clerical position.

## Village of Baldwinsville Demographics

The Village of Baldwinsville is a growing community located in Onondaga County, New York. The population was 7,822 per the most recent 2019 census estimates and is part of the Syracuse Metropolitan Statistical Area. The Village of Baldwinsville is located in the towns of Lysander and Van Buren, neither of which have a police department.

As of the 2019 information, there were 7,822 people, 3,264 households, and 1837 families residing in the village. The racial makeup of the village is 95% White, 1.6% Black or African American, 0.4% Asian, 0.7% Pacific Islander and 2.3% from two or more races. Hispanic or Latino of any race were 2.3% of the population. There were 3,264 households out of which 34.2% had children under the age of 18 living with them, 50.3% were married couples living together, 11.7% had a female householder with no husband present, and 34.4% were non-families. 28.9% of all households were made up of individuals and 14.7% had someone living alone who was 65 years of age or older. The average household size was 2.46 and the average family size was 3.05. In the village the population was spread out with 26.6% under the age of 18, 6.6% from 18 to 24, 29.5% from 25 to 44, 21.7% from 45 to 64, and 15.7% who were 65 years of age or older. The median age was 37 years. For every 100 females there were 88.6 males. For every 100 females age 18 and over, there were 82.8 males. The median income for a household in the village was \$64,706. Males had a median income of \$47,439, versus \$30,845 for females. About 7.7% of persons were below the poverty line.

## Overview of Change

“The New York State Police Reform and Reinvention Collaborative” requires local municipalities to develop a plan based on community input. Per the governor’s report, “This executive order is intended to help rebuild the confidence and restore trust between police and the communities they serve by requiring localities to develop a new plan for policing in the community based on fact-finding and meaningful community input.” The Village of Baldwinsville and its Police Department will identify the programming and directives that address the issues outlined in the governor’s order. We will do so by identifying our current policies and procedures which help achieve these missions as well as identifying new programming and directives that have been developed or are

in the process of being developed. These will be described and highlighted in each section as we progress through this plan.

As we begin to address these topics/issues, it is important to know that the Baldwinsville Police Department bases all its policies and procedures on a mission statement that is outlined in their policy manual. Their **mission statement** is as follows:

**“We will strive to be highly motivated, highly trained and highly competent. Superior ethics, morals and conduct will be our standard. We will provide the citizens of the Village of Baldwinsville the quality service they deserve and expect. Integrity, professionalism and community service will be our hallmark”.**

In Onondaga County, local municipalities partnered with the District Attorney’s Office and worked collaboratively with each law enforcement agency and the community, to form a county-wide community committee. Along with participating in the county-wide community plan, the Village of Baldwinsville also took its own initiative to address more specific needs of the Village which are clearly documented in this plan.

Multiple needs and concerns will also be addressed in this plan to include, but not limited to:

- Policy and Procedures,
- Departmental Training,
- Subject Management Policy and Review,
- Community-Oriented Policing and Neighborhood Engagement,
- Collaborations with Local Service Providers,
- Dealing with Mental Hygiene Situations,
- Citizen and Internal Complaints, and
- Statistical Data Collection and Sharing

## **Policy and Procedures**

The Baldwinsville Police Department’s policies and procedures are evaluated and updated on a consistent basis. The Department has engaged with Lexipol, the country’s foremost policy development company and is in the process of migrating all policies and procedures to that platform. This will allow for a more seamless issuance of policies, easier tracking of employee acknowledgement of policies read, along with a training component specific to individual department polices. This transition is expected to be completed by the end of 2021. Policies that have been either reviewed or modified by command staff and/or the Advisory Committee in preparation of this plan, include but are not limited to:

- Law Enforcement Role and Responsibility
- Organizational Structure and Responsibilities
- Use of Force
- Investigation of Hate Crimes
- Biased Based Policing
- Brady Information

- Speech, Expression and Social Networking
- Training
- Handcuffing & Restraints
- Control Devices
- Foot Pursuits
- Officer Response to Calls
- Victim Witness and Assistance
- Communicating with Persons with Disabilities
- Community Relations
- Anti-Retaliation
- Reporting of Arrests, Convictions and Court orders

## Departmental Training

It is the policy of the Baldwinsville Police Department that all sworn officers, in accordance with the New York State Division of Criminal Justice Services (DCJS), will receive at least twenty-one (21) hours of in-service, annual training. Part of the twenty-one (21) hours must be devoted to the following areas:

- Firearms Training / Range
- Subject Management / Use of Force Review
- Use of Deadly Force Review
- Legal Updates
- Bloodborne Pathogen / Hepatitis Awareness Review / Radiological
- Taser Training
- Workplace Violence Prevention
- Collapsible Baton
- Oleoresin Capsicum Aerosol Training

While 21 hours is the minimum established criteria, the Department currently averages over seventy (70) hours of training per officer per year.

In 2019 and 2020, the Baldwinsville Police Department conducted multiple trainings. A few of these trainings included de-escalation and communication, use of physical and deadly force, and crisis intervention team. These trainings were assigned and completed, **before** the Governor's order; yet they fully encompass the principles outlined in it. De-escalation and Communication, a 2 hour, 2-part, online training is intended for law enforcement personnel and was developed by PERMA (Public Employee Risk Management Association). It equips officers to assess human reactions in themselves and others, so that they can determine which countermeasures are appropriate. Officers learn de-escalation techniques so they can leverage communication to gain compliance.

The recently updated NYS Department of Criminal Justice Services Use of Force and Deadly Physical Force program, in its entirety, was presented to every officer. This program is generally reserved for new officers in

the police academy. However, presenting this to veteran officers reinforced basics (laws, case laws, decision making) and included new case law and a better understanding of “risk vs, need.” The DCJS focus for this updated program is as such; “The goal should not be to train officers to act thoughtlessly and mechanically according to some predetermined formula. Rather, the goal must be to train officers to ‘think’ quickly considering the facts and circumstances confronting them, and then to respond effectively and rationally.”

Multiple officers throughout all three of our shifts, including all three first line supervisors (Sergeants), attended the Crisis Intervention Team training. The Crisis Intervention (CIT) is a collaboration between AccessCNY and the Central New York Care Collaborative. CIT training uses evidence-based approaches to foster better relationships between those with a mental health diagnosis, or disability, and law enforcement officials. The goal of CIT is to inform first responders about community-based resources to keep those in crisis out of the justice system, or emergency room, and reduce the potential of injury. The CIT training “supplied our officers with an additional tool on their belt. De-escalation skills lead to less use of force, thus reducing the potential for officer and citizen injury. This program will bring community resources, mental health professionals and our sworn protectors together on a mission to improve the lives of those with a mental health diagnosis.”

In 2021, the police department will establish a body-worn camera program, with implementation scheduled for the second half of 2021. This will partner with their “in-car” camera program, which has been in existence for approximately twenty (20) years. This program will allow for better transparency between the public and the department as all police/public interactions will be recorded.

## **Subject Management and the Use of Force**

The Governor’s report addresses issues relating to the use of force. Currently, it is the policy of the Baldwinsville Police Department that members, in compliance with Article 35 of the New York State Penal Law and other applicable case law & federal statutes, use only the force that reasonably appears necessary to effectively bring an incident under control, while protecting the lives of their members and others. The department policy outlines each officer’s ability to (includes, but not limited to):

- Use of force;
- Use of deadly physical force;
- Duty to intervene;
- Prohibited uses of force;
- Less lethal procedures;
- Training requirements; and
- Reporting and documenting procedures.

**All** subject management incidents must be documented by the officers at the Baldwinsville Police Department. The reports then go through a review process consisting of multiple steps. First, the report is reviewed by a first line supervisor. It is then submitted to the Lieutenant for a secondary review. The report is then forwarded to the Chief of Police for final review and logged for statistical recording and overall review purposes. It is then reported to the state per NYS Executive Law 837-t. The following Use of Force incidents must be reported per NYS:

- Display a chemical agent - To point a chemical agent at a person or persons.
- Use/Deploy a chemical agent - The operation of the chemical agent against a person or persons in a manner capable of causing physical injury as defined in Penal Law Article 10.
- Brandishes a firearm - To point a firearm at a person or persons.
- Uses/Discharges a firearm - To discharge a firearm at or in the direction of a person or persons.
- Brandishes an electronic control weapon - To point an electronic control weapon at a person or persons.
- Uses/Deploys electronic control weapon - The operation of an electronic control weapon against a person or persons in a manner capable of causing physical injury as defined in Penal Law Article 10.
- Brandishes an impact weapon - To point an impact weapon at a person or persons.
- Uses/deployes an impact weapon - The operation of an impact weapon against a person or persons in a manner capable of causing physical injury as defined in Penal Law Article 10.
- Uses a chokehold or other similar restraint - Any application of sustained pressure to the throat or windpipe of a person in a manner that may hinder breathing or reduce intake of air.
- Conduct which results in the death or serious bodily injury of another person - Serious bodily injury includes bodily injury that creates or causes:
  - o Substantial risk of death; or
  - o Unconsciousness; or
  - o Serious and protracted disfigurement; or
  - o Protracted loss or impairment of the function of any bodily member, organ, or mental faculty.

The reporting process at the Baldwinsville Police Department is **more** restrictive than the state of New York requirements. It requires that **all** use of force incidents are documented and reviewed. If at any time in the review process deficiencies are identified, they are addressed appropriately. This can be in the form of training, counseling, discipline or even termination. The statistical data recorded includes but is not limited to; date, time, race, gender, ethnicity, age, tool/technique, application/display, reason for contact, whether there was an injury, if the person was treated by emergency medical services, and if resisting arrest was charged. As stated, the subject management (Use of Force) policy is consistently reviewed and updated to stay current with applicable laws and best practices.

# Community Oriented Policing and Neighborhood Engagement

This is an area that the Baldwinsville Police Department has a long history of excellence and leadership in. Law enforcement has existed in the Village of Baldwinsville since the mid 1800's. The first Chief of Police was appointed shortly after the turn of the 20<sup>th</sup> century and a typical "small town" police structure existed for many decades. In 1971, almost all the members of the department resigned their positions and the Village Board then determined to "professionalize" the department. They did this by reorganizing the department and following the guidelines of the 1967 President's Commission on Law Enforcement.

This report outlined a plan for law enforcement agencies to be "Community Service Based" and for officers to possess college degrees, quite unique philosophies fifty years ago. Officers would not wear a badge on their uniform, rather a patch would be worn in its place. The concept being that this new "softer" appearance would result in better community and police relations. A new department motto of "Service With Understanding" was enlisted and embroidered on the department patch, as a reminder of the type of policing the community expected from its police force.

This model of community policing has existed in the Village of Baldwinsville Police Department and continues in a strong fashion to this day. There are not many police departments across the country that have been practicing this type of policing for a half century.

The Baldwinsville Police Department recognizes the need for community-oriented policing strategies. BPD leads by example and takes great pride in their community policing programs. The main goal is to foster an atmosphere of openness and transparency throughout the department while engaging with the community in true partnerships to address crime and disorder, quality of life, education of the law enforcement system, and our services to the public. The department strives to make every police contact an opportunity to engage positively with the community.

The Baldwinsville Police Department further recognizes that Community Policing is comprised of three key components:

## **Community Partnerships**

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

## **Organizational Transformation**

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

## **Problem Solving**

The process of engaging in the proactive and systematic examination of identified problems to develop and thoroughly evaluate effective responses.

Over the past year, the Baldwinsville Police Department has recently developed a new community program of Chat with the Chief, a monthly program on Facebook, where a community resident hosts the Chief of Police discussing current events and trends in the community. Comments from citizens are encouraged with feedback being able to be provided in subsequent sessions.



Many strategies have been identified to help build the appropriate relationships in our community. These approaches use technology and social media communication as well as direct community policing and crime reduction strategies to help build trust, communication, and bring legitimacy to our policing processes. Some of these strategies for the specific units include, but are not limited to, the following:

- Neighborhood Bicycle and Foot Patrols,
- Community Event Attendance,
- Neighborhood/Group Meetings,
- Chat with the Chief,
- Department Tours,
- School Resource Officers,
- Department Internships and Civilian Riders to include the New Visions Program,
- Selective Traffic Enforcement Program,
- Media Relations / Social Media Liaison,

By utilizing the outreach and community oriented policing approach, we can build relationships, understand policing practices, and share in the responsibility of strengthening our neighborhoods. The development of these programs allows the Baldwinsville Police Department to direct these resources to address a specific problem, issue, "hot spots", or neighborhood concerns without diverting Patrol Officers from responding to calls for service. The administration provides criminal and statistical information that can be used to effectively and efficiently develop policing strategies to target points of concern. All the Baldwinsville Police Department programs may use traditional law enforcement methods or a combination of strategies in meeting community and neighborhood needs. Many times, they must coordinate efforts with direct community members as well as other local, county, state or federal law enforcement agencies, and private businesses and charities to create non-law enforcement solutions.

In the recent years, other programs have been developed to assist the department interact more effectively in the community. With changing demographics, the Baldwinsville Police Department recognized the importance of being able to communicate with all people in our community. The Baldwinsville Police Department utilizes Voiance language services. This is an over-the-phone interpreter service that can be used 24 hours a day. It provides the ability to assist communicating in 240 different languages. This program is provided to all law enforcement agencies in Onondaga County and managed thru the Onondaga County 911 center.

The Baldwinsville Police Department has partnered with the Baldwinsville Central School District to form one of the longest continuously functioning School Resource Officer (SRO) programs in the area. SRO's have been assigned to various schools in the district for over twenty (20) years and are a vital part of the Police Department's community policing efforts. The purpose of this program is to establish and foster a collaborative relationship between the School District and the Police Department and to promote positive interactions between these entities regarding safety, security, and the welfare of the population served, to include but not necessarily limited to:

- Promoting a safe environment conducive to learning,

- Reducing incidents of crime,
- Promoting awareness of the law through educational presentations,
- Serve as a resource and problem-solver for law enforcement related areas and make appropriate referrals,
- Bridging the gap between students and law enforcement.

Through our community outreach efforts, we have identified many “at risk” elements that could use resources and attention:

- Drug addiction,
- Homelessness,
- Mental Health,
- Quality of life issues in the village such as traffic and noise complaints,
- Domestic Violence.

We have, and continue, to partner with non-law enforcement agencies to provide needed services outside of the criminal justice system.

**Drug Addiction** – The police department currently provides access to a needle drop box (needle exchange canisters) and drug disposal bins with a “no cost, no questions asked” policy. This is available from 8:00 am – 4:00 pm, Monday – Friday, or by appointment.

All police department officers have also been trained how to administer Naloxone, which they carry and implement when needed. Naloxone blocks or reverses the effects of opioid overdoses, including extreme drowsiness, slowed breathing, or loss of consciousness.

**Mental Health** – The department has an active partnership with Liberty Resources, specifically the Mobile Crisis Unit, to assist people suffering with mental health issues, to avoid the custodial interactions with police for mental health services. This is an “on call”, on site program, to bring mental health services to non-violent, non-dangerous (not suicidal or homicidal at the time) individuals. This brings the social workers/mental health professionals to the subject in need, at non-threatening locations, therefore avoiding the feelings of “being arrested” for a mental health/medical crisis.

**Homelessness** - Homelessness is not a crime and should not be handled as such. When officers identify an individual that may be homeless or in need of services, that officer can advise and educate the individual on services available in and around the Central New York area, such as the Rescue Mission.

**Domestic Violence** – The police department has long maintained a history of collaboration and partnership with Vera House of Syracuse in an effort to better serve victims of domestic violence and to combat domestic violence incidents. This type of relationship allows for quicker interaction from a professional, domestic violence advocate in appropriately related cases.

**Recruitment and Retention of a diverse workforce**- The police department also took an active role in trying to recruit a diverse workforce as recommended by the Governor’s report on Police Reform and Reinvention

Collaborative. Although the department is governed by New York State and Onondaga County Civil Service rules, it highly supports hiring a diverse workforce and the inclusion of all represented demographics of our community. Currently, four (4) of the department's sworn full-time police officers are female, including one first-line supervisor (Sergeant).

## **Dealing with Mental Hygiene/Health Situations**

The Baldwinsville Police Department recognizes the importance of mental health and wellness. This includes mental health for not only members of the public but members of the department as well.

It is the policy of the Baldwinsville Police Department to take appropriate action when a person appears to be mentally ill and is conducting himself / herself in a manner which is likely to result in serious harm to himself / herself or others. This may include taking custody of an individual to prevent harm. Officers should always use the least amount of force necessary to safely take people into custody (following all policies and procedures) when applicable. We further recognize that mental health is not in and of itself a crime and should not be handled in the same way.

The Baldwinsville Police Department has partnered with Liberty Resources (Mobile Crisis Support) to help provide crisis stabilization to individuals experiencing emotional distress. All efforts should be made to connect people in crisis with the appropriate services to avoid the need for police custodial interventions.

## **Citizen Complaints/Internal Affairs**

It is the policy of the Baldwinsville Police Department to have clearly defined policies and procedures for accepting civilian complaints, while ensuring the standards that define the authority, policy, and procedures for receiving, accepting, reporting, and conducting internal investigations within the Baldwinsville Police Department. This process also defines the authority and responsibility delegated to departmental supervisors for the maintenance of discipline.

The Baldwinsville Police Department depends upon the personal integrity and discipline of all officers and staff. To a large degree, the public image of the Department is determined by the professional response of the Department to allegations of misconduct by members.

The Baldwinsville Police Department shall:

1. Promptly, competently, professionally, and impartially investigate all complaints relative to the Department or its members' responses to community needs.
2. Take appropriate corrective action, to include disciplinary action in all cases where an investigation substantiates a violation of law, orders, rules, regulations, policies, or procedures of the Baldwinsville Police Department.

The Department encourages citizens to bring forward legitimate complaints regarding misconduct by department members. Department members shall receive these complaints courteously and shall handle them efficiently. Complaints, regardless of their nature, can be received in person, by mail, by email, or by phone at any time.

## Procedural Justice

The National Initiative for Building Community Trust and Justice describes Procedural Justice as a “focus on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public’s views of the police, their willingness to obey the law, and actual crime rates. Mounting evidence shows that community perceptions of procedural justice can have a significant impact on public safety.”

Procedural Justice is based on four central principles:

1. Treating people with dignity and respect,
2. Giving citizens “voice” during encounters,
3. Being neutral in decision-making, and
4. Conveying trustworthy motives.

These principles are imbedded within the Baldwinsville Police Department and are incorporated into their citizen/community interactions.

### Statistical Data Collection:

Data is an important tool for improving accountability. The Baldwinsville Police Department currently collects data and monitors situations in a multitude of categories. At this current time specialty data is collected on:

- **Calls for service** (to include locations for hot spot problem addressing)
- **Arrests** (to include but not limited to: Race, Sex, Ethnicity, Age, Class of Main Offense, and Nature of Main Offense)
- **Subject management reports** (to include but not limited to: Race, Sex, Ethnicity, Age, Tool/Technique, Reason for Interaction, and injuries to any subjects)
- **Drug related cases** (to include Overdose investigations and the types of drugs involved)
- **Community Oriented Policing / Neighborhood Engagement Activities**
- **Training** (to include courses and topics completed)

## Village of Baldwinsville Police Reform and Reinvention Initiatives

- The police department conducted an on-line survey via Survey Monkey and received a total of 36 responses from that effort. Survey participants were asked what “ways the department could improve transparency and accountability”, with nearly 70% of the respondents indicating that the implementation of a body-worn camera program would be their recommendation. This program is scheduled to be implemented in the second half of the 2021 calendar year.
- Survey participants were also asked; “What does equality and social justice in regard to law enforcement in our community mean to you?”. Over 80% of respondents indicated “training of our officers’, over 70% stated “de-escalation tactics/techniques” and over 55% indicated “supervision of our officers”.

- As outlined earlier, the police department has a robust training program that far exceeds the minimum standards set forth by the New York State DCJS. The department will continue with this training plan and will incorporate de-escalation components into all use of force training curriculum.
- In 2019, **prior** to the Governor's Executive Order, the police department promoted a third (3<sup>rd</sup>) first-line supervisor. This allowed for the scheduling of a Sergeant on each primary patrol shift, which assists in providing adequate supervision of uniformed personnel.
- The police department recognizes that law enforcement is a stressful occupation, which presents its own unique challenges for the health and wellness of its members. The department will develop and implement an officer wellness program by the end of 2021.
- On January 5, 2021 the Onondaga County District Attorney's Office approved the county-wide community input and forum dates for release to the general public. Onondaga County released information to local media outlets and the Baldwinsville Police Department shared that information on its social media platforms.
- On January 14, 2021, Mayor Clarke, Chief Lefancheck and Lt. Lockwood participated in the Northern Onondaga County Police Reform and Reinvention Collaborative community input session. During the meeting, a resident of Baldwinsville inquired about the level of supervision of department personnel. Chief Lefancheck explained the current staffing level for the department, including the schedule for first-line supervisors and command staff. The resident was satisfied after that discussion that the members of the department were receiving adequate supervision. There were no other comments related to the Baldwinsville Police Department during that session.
- The police department will strive to maintain and improve the close working relationship with the Baldwinsville Central School District, along with the continuation of the School Resource Officer program.
- The police department will provide Mental Health 1<sup>st</sup> Aid training for any officer who is not certified in Crisis Intervention Techniques (CIT). It should be noted that all department personnel were scheduled for this training prior to the COVID-19 pandemic, which caused the subsequent cancellation of those training classes.
- This reform and reinvention plan is a living document, and the police department shall continue to work collaboratively with the Village of Baldwinsville community, along with Onondaga County, to better meet the needs of the citizens of Baldwinsville.
- Final Onondaga County Police Reform and Reinvention Plan was submitted for approval at the Onondaga County Legislature.
- Onondaga County Police Reform and Reinvention Plan was submitted to the Baldwinsville Village Board of Trustees for adoption and was approved on \_\_\_\_\_.
- Village of Baldwinsville Police Reform and Reinvention Plan was submitted to the Baldwinsville Village Board of Trustees for adoption and was approved on \_\_\_\_\_.