

VILLAGE OF HEAD OF THE HARBOR

Protecting and Partnering
with our Community

a



*Village of Head-Of-The-Harbor Police Reform
and Reinvention Collaborative Plan*

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Table of Contents

Page

INTRODUCTION	1
THE NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE.....	1
MISSION STATEMENT: HEAD OF THE HARBOR POLICE DEPARTMENT REFORM & REINVENTION TASK FORCE.....	2
TASK FORCE.....	2
E.O. 203 CONSIDERATIONS	2
NYS REFORM AND REINVENTION COLLABORATIVE FRAMEWORK	3
THE VILLAGE OF HEAD OF THE HARBOR	4
AT A GLANCE	4
MAJOR NON-RESIDENTIAL LAND USES/POINTS OF INTERESTS.....	4
POPULATION STATISTICS	5
DEMOGRAPHICS (as of 2019)	6
THE HEAD OF THE HARBOR POLICE DEPARTMENT.....	7
A PROFESSIONAL AND COMMUNITY-ORIENTED POLICE AGENCY FOR ALMOST A CENTURY	7
CIVILIAN EMPLOYEES.....	8
POLICIES AND PROCEDURES	8
COMMUNITY-BASED POLICING	9
SELF-INITIATED INTERACTIONS	9
YOUTH DEVELOPMENT AND COMMUNITY PROGRAMS.....	9

E-911 SYSTEM.....	10
COMMUNITY ENGAGEMENT.....	11
MODIFICATIONS AND MODERNIZATIONS	11
AGENCY PARTNERSHIPS.....	13
FIRST POINT OF CONTACT.....	13
CHILD WELFARE.....	13
MENTAL HEALTH	14
SUBSTANCE ABUSE.....	14
THE HOMELESS.....	15
COMPLAINTS.....	16
ANONYMOUS COMPLAINTS.....	16
HOT-SPOT POLICING.....	17
CROWD CONTROL	17
DE-ESCALTION	17
HATE CRIMES	19
USE OF FORCE	20
MISCONDUCT.....	21
REPORTING MISCONDUCT	21
RETALIATION.....	22
OFF-DUTY BEHAVIOR	22
CITIZEN OVERSIGHT, ACCOUNTABILITY AND TRANSPARENCY.....	23

DATA, TECHNOLOGY AND TRANSPARENCY 23

MODIFICATIONS AND MODERNIZATIONS 23

BODY CAMERAS 23

STAFFING, RECRUITMENT AND TRAINING 25

DEPARTMENT STAFFING 25

RECRUITING A DIVERSE WORKFORCE 25

MODIFICATIONS AND MODERNIZATIONS 26

TRAINING AND CONTINUING EDUCATION 26

IMPLICIT BIAS 27

OFFICER WELLNESS AND WELL-BEING 27

CONCLUSION 28

INTRODUCTION

THE NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE

The Village of Head-of-the-Harbor Police Department submits this plan pursuant to Governor Cuomo's Executive Order No. 203 (hereinafter, "E.O. 203"), the New York State Reform and Reinvention Collaborative. The New York State Reform and Reinvention Collaborative requires each local government in New York State with a police agency to adopt a policing reform plan that will maintain public safety while building mutual trust and respect between the police and the communities they serve. Following the signing of E.O. 203, the State issued guidance (*New York State Police Reform and Reinvention Collaborative: Resources for Public Officials and Citizens*), which provided a framework, guidance, and resources on the best ideas available on developing a modern police force. In addition to providing guidance, the State's resource aids with policy review and decision making, while noting each community will have to approach the creation of a plan in a way tailored to its unique experiences and needs.

The plan was developed after a comprehensive review of police deployment, strategies, policies, procedures, and practices and through consultation with community stakeholders. This plan will enable the Head of the Harbor Police Department to continue its community-oriented policing strategies while working towards continued future progress.

In accordance with the mandates of E.O. 203 and the guidance provided by the State relating to the Executive Order, the Village of Head of the Harbor engaged in a collaborative effort with a selected Reform & Reinvention Task Force and input from the community and other stakeholders. As a result, the department has made modifications to its policies as outlined herein.

This plan reflects the Village of Head of the Harbor, and the Head of the Harbor Police Department's commitment to serving all the people of the community equally and fairly.

MISSION STATEMENT: HEAD OF THE HARBOR POLICE REFORM & REINVENTION TASK FORCE

The mission of the Head of the Harbor Police Reform & Reinvention Task Force is to work collaboratively to examine current policies and procedures of the Head of the Harbor Police Department and receive additional input from the community and stakeholder groups to develop a comprehensive policing plan for the Village that supports safe, effective, and equitable policing.

TASK FORCE

- Chief Charles M. Lohmann, Head of the Harbor Police Department
- Mayor Douglas Dahlgard | Village of Head of the Harbor
- Commissioner Kit Gabrielson | Saint James Fire District
- Chief Thomas J. Lohmann | Town of Smithtown Department of Public Safety
- Hon. Pierce Cohalan | Suffolk County District Court Judge
- Deputy Mayor Daniel White, Esq. | Village of Head of the Harbor
- Lucie Kwon, Esq. | Principal Assistant Suffolk County District Attorney's Office

The task force used the framework provided by the State's guidance to conduct a comprehensive review of the policies and procedures of the Head-of-the-Harbor Police Department. A virtual public forum was held to obtain input and insights from the community regarding the department and the development of the plan. The public was also provided the opportunity to submit comments in writing. After the public forum, the task force met to further discuss the preparation of the draft plan.

The draft plan was made available for public comment and the Board of Trustees held a public hearing on March 17, 2021.

The Board of Trustees adopted this plan by resolution at its meeting on **XXXXXXXXXX**.

E.O. 203 CONSIDERATIONS

The New York State Police Reform and Reinvention Collaborative Guide provides suggested topics for review. As each community is unique, the State's guidance provides the topics below as suggestions, while noting relevancy will be unique to each community and the final topics drafted within the plan will be based upon the department's comprehensive review and its stakeholder's input.

NYS REFORM AND REINVENTION COLLABORATIVE FRAMEWORK

- Department Staffing and Recruitment
- Officer Training Department Staffing and Recruitment
- Use of Force Policies
- Body Worn Cameras
- Vehicle Stops
- Procedural Justice, Systemic Racial Bias and Racial Justice in Policing
- Implicit Bias Awareness
- Hate Crimes
- De-Escalation Training and Practices
- Law Enforcement Assisted Diversion Programs
- Restorative Justice Practices
- Community-Based Outreach and Conflict Resolution
- Problem-Oriented and Hot Spot Policing
- Focused Deterrence
- Crime Prevention Through Environmental Design
- Violence Prevention and Reduction Interventions
- Model Policies and Standards
- Complaint Tracking
- Communications Bureau and
- Mental Health and Homelessness
- Crowd Control
- Supporting Officer Well-Being
- Transparency

THE VILLAGE HEAD OF THE HARBOR

AT A GLANCE

Incorporated in 1928, the Village of Head of the Harbor spans a geographic area of 3 square miles, is almost entirely residential, and enjoys a relatively non-existent crime rate. The Village is located on the north shore of Long Island in Suffolk County, about 50 miles east of New York City and is bounded on the north by the Long Island Sound, on the east by Stony Brook Harbor and to the west by the Village of Nissequogue, all located within the Township of Smithtown.

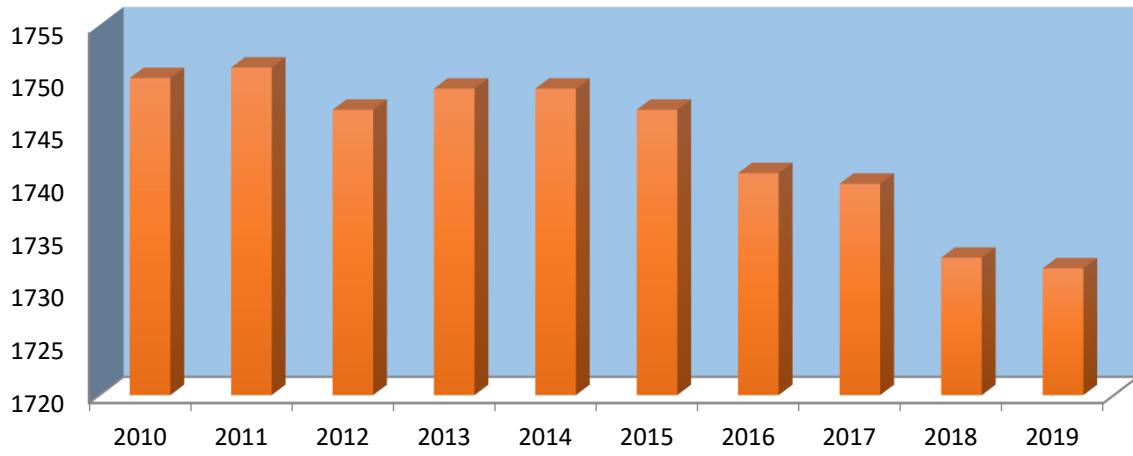
The origins of the Village are deeply rooted in preservation and the earliest Village zoning codes and ordinances placed importance on the conservation of both the natural environment and the historical attributes of the area. To this day in the Village of Head of the Harbor there are still no industrial or commercial installations permitted excepting those which are agricultural or horticultural.

MAJOR NON-RESIDENTIAL LAND USES/POINTS OF INTERESTS

- Harmony Vineyards
- Avalon Park and Preserve / The Simons Foundation
- The Harbor Country Day School
- Horse Farms
- Town of Smithtown Cordwood Beach Park
- Deepwells Suffolk County Park

POPULATION STATISTICS (estimates)

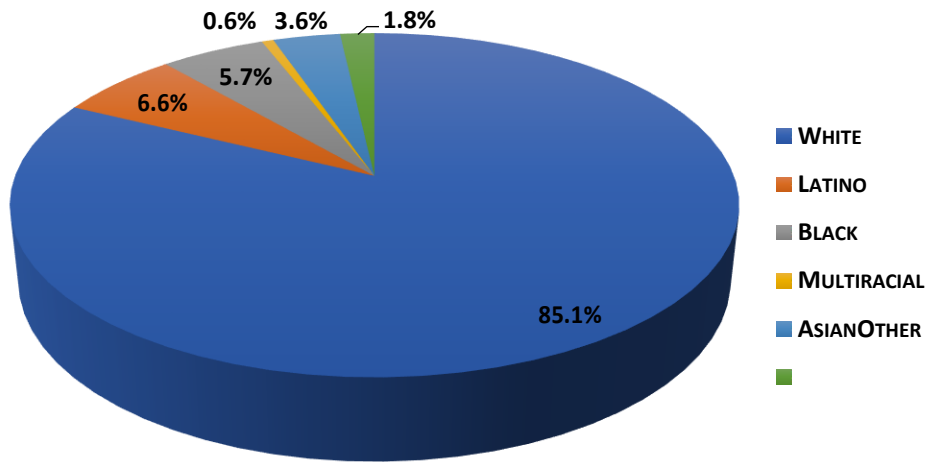
TOTAL POPULATION



As of 2019, the Village has experienced a slight estimated population change of -4.1%, which is in the mid-range compared to other local areas.

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DEMOGRAPHICS (estimates as of 2019)



In 2019, the estimated median house-hold income for the Village of Head of the Harbor was over \$200,000. The median resident age was 46.5 years old and gender statistics were split almost equally, with a resident population of 49% male and 50.1% female.

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THE HEAD OF THE HARBOR POLICE DEPARTMENT

A PROFESSIONAL AND COMMUNITY-ORIENTED POLICE AGENCY FOR ALMOST A CENTURY

The Head of the Harbor Police Department had its beginnings in 1928 with the establishment of a Village Police Force, which consisted of one Chief and three fulltime police officers. The Head of the Harbor Police Department currently consists of 32 sworn, part-time personnel. The Police Department is a limited service, patrol-oriented and community-based police agency that provides Village residents with uniformed police response 24 hours a day, 7 days a week.

Typically, there is one officer on duty at any given time, except for special events and conditions. The Head of the Harbor Police Department combines the responsiveness, friendliness, and understanding of local conditions of a police department with the resources, as needed, of a superb county police department with over 2300 sworn police officers and numerous specialized bureaus, as well as being able to utilize the extensive training and procedures of that department in its staffing and day to day operations.

Accordingly, the Department does not have separate divisions for specialized tasks, or follow-up investigations. All matters involving criminal investigation are referred to the Suffolk County Police Department for investigation. Our officers are however well prepared for preliminary handling of the multifaceted and often complex challenges facing today's public safety community.

The safety and well-being of Village residents is the primary mission of the Head of the Harbor Police Department. The department is made up of professionals committed to providing law enforcement services that are unbiased, fair and effective. Toward that end, officers are held to the highest standards of ethical conduct and are expected to respect the rights of all citizens. To achieve these high standards, officers receive regular and ongoing training that is far in excess of the minimum standards promulgated by the NYS Division of Criminal Justice Services (DCJS). Officers' adherence to these standards, motivated by a professional obligation to perform their jobs to the best of their ability, is the ultimate mission of the Head of the Harbor Police Department.

Head of the Harbor Police Department officers are professionally trained (meeting or exceeding DCJS standards) to conduct routine patrol and traffic enforcement, respond to emergency calls as First Responders, and provide help and assistance to the public twenty-four hours a day seven days a week. All our Officers are Certified First Responders, and most are Emergency

Medical Technicians (EMT) Certified.

CIVILIAN EMPLOYEES

Due to the small size of the Village, the Head of the Harbor Police Department does not have separate bureaus or units that would benefit from civilian employees. All areas of responsibility currently under the auspices of the Head of the Harbor Police Department require the employment of its police officers.

POLICIES AND PROCEDURES

The Village has adopted, and the Head of the Harbor Police Department follows the procedures of the Suffolk County Policy Department (“SCPD”), to the extent applicable to the Village.

In addition, the Head of the Harbor Police Department recognizes the importance of periodically reviewing, revising and researching policies, procedures and trainings to keep current with consistently changing legal standards, court rulings, executive orders, social issues and matters of public perception.

COMMUNITY-BASED POLICING

The Task Force on 21st Century Policing outlined the four pillars of procedural justice: (1) treating individuals with dignity and respect; (2) giving individuals a voice during law enforcement interactions; (3) being neutral and transparent in decision making; and (4) conveying trustworthy motives. Community-based policing is the fundamental core practice of the Head of the Harbor Police Department. It is a strategy of policing that focuses on the community first by building strong bonds of trust and long-lasting relationships with community members. At the heart of the Head of the Harbor Police Department is an unwavering dedication to policing that is approachable, highly personal and always available.

SELF-INITIATED INTERACTIONS

As a community-based police department, the Head of the Harbor Police Department is continually proactive and self-initiating interventions within the community. The department believes in day-to-day open dialogue and shares strong relationships with the Harbor Country Day School, the Town of Smithtown, the Saint James Fire Department, other village stakeholders, and guests visiting during the busy summer months who enjoy local beaches and waterways. At all times, officers of the Head of the Harbor Police Department make themselves visible and approachable for conversation or assistance. In addition, if residents have any special needs such as disabilities or medical or age-related needs, the Head of the Harbor Police Department often self-initiates wellness visits.

YOUTH DEVELOPMENT AND COMMUNITY PROGRAMS

The Head of the Harbor Police Department is always engaged with the community and continually avails itself for opportunities to engage with the community at large. Officers, including the Police Chief, maintains a close working relationship with the Headmaster at Harbor Country Day School and attends various functions at the school, engaging with the students. Additionally, we have conducted threat assessment surveys, and implemented active shooter drills for the Harbor Country Day School. Future plans will include introductions and demonstrations by the Suffolk County Police Canine Program. The Head of the Harbor Police assist and help facilitate, the Saint James Fire Departments Annual 5K Race in which several hundred “Runners” of all ages participate. This event helps to raise funding for the Burn Center at Stony Brook University Hospital.

E-911 SYSTEM

Calls for police assistance for the Village are received through the Suffolk County Enhanced-911 System (“E-911”). The Head of the Harbor Police Department is extremely proud of its participation in the Suffolk County Police E-911 System. The department works closely, effectively, and efficiently with a well-trained staff of professionals at the Suffolk County’s 911 Call Center, located at SCPD headquarters. E-911 training is ongoing, specific to its fundamental role in the community, and represents a combination of regulatory parameters (21 NYCRR parts 5201), best practices and industry standards. This professional staff’s in-service training consists of:

- Daily Training Slides (47 slide cycle)
- Monthly Classroom Training (45-60 minutes)
- Department Directives (monthly)
- TDD/TTY (annual)
 - Water Rescue
 - Ice Rescue
 - Stress awareness
 - Various Other Topics (*i.e.*, Homicide, K-9, technology upgrades, Crisis Intervention, Sexual Harassment & Discrimination, Response Hotline, Evacuation Drill, Active Shooter, Active Shooter in the Workplace, etc.)

The vast majority of E-911 calls in the Village are non-criminal, and calls typically received are for:

- Suspicious Vehicle or Person
- Medical Assistance
- Quality of Life
- Motor Vehicle Accidents
- Animal Nuisance
- Incidents on Jurisdictional Waterways

The Head of the Harbor Police Department advises all Village residents to contact the E-911 Call Center to report any Village issues currently in progress, which include code violations, illegal parking and/or any suspicious activities. Further, the E-911 System is location based and funded by local telecommunication carriers. By contacting and activating the E-911 System, the Head of the Harbor Police Department can immediately locate activities currently in progress or

residents may advise the E-911 Operator that their call is a non-emergency issue, and a Head of the Harbor Police Officer can be dispatched to assist once all ongoing emergencies have been resolved. Additional information regarding Suffolk County's 911 Call Center, including staffing, volume of calls, and trainings are available here:

<https://www.suffolkcountyny.gov/Portals/0/formsdocs/police%20reform/911%20Call%20Center%20Data.pdf>

A record is kept of police activity initiated through E-911, and situations recorded therein are monitored for followup by Department supervisors.

COMMUNITY ENGAGEMENT

The Head of the Harbor Police Department is a service-oriented department with a long history of strong relationships within the Village community, and our neighboring partners. The Department is proud of the work it does to develop and maintain its long-standing community ties as they are key in helping ensure the safety and well-being of its Village residents, employees, and visitors.

The Head of the Harbor Police Department is committed to engaging and learning from the Village community during this police reform and reinvention process. As a small village police department, we take pride in our commitment to remain accessible to its community. In the past, we have always done this the old fashion way, by always leaving "our door" open, grabbing a cup of coffee to say "hello" and/or "lending an ear" to an individual in need. This in addition to our 24 hours a day, 7 days a week police presence. Setting an example of compassion in policing remains our priority. However, after a year like 2020, we understand the need to further expand our reach and accessibility.

MODIFICATIONS AND MODERNIZATIONS

The Village of Head of the Harbor will increase its communications with the community by embracing modern interactive platforms, including social media and an updated Head of the Harbor Police Department website. The department is also committed to:

- Holding virtual community meetings to enable the department to frequently connect with the community;
- Based on community input, increasing its use of the local notification system with our municipal partners to include more frequent updates regarding local information (*e.g.*, traffic updates, snow removal, road construction, etc.); and

- Based on community input, consider creating additional methods of interaction and additional uses of social media to allow civilian interaction with the department and to provide real-time alerts regarding non-emergency matters that may affect the Village, its residents and its visitors.

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AGENCY PARTNERSHIPS

The Heads of the Harbor Village Police Department proudly stands as an independent Police Department but enjoys a strong, enduring, and well-integrated relationship with the Suffolk County Police Department and other associated agencies (Town of Smithtown Department of Public Safety, the Village of Nissequogue Police Department, the New York State Police, the Suffolk County Sheriff's Office, the Suffolk County District Attorney's Office, and the New York State Department of Environmental Conservation).

The Head of the Harbor Police Department is also joined in its commitment to the community by the Saint James Fire Department and its Ambulance Company. The Saint James Fire Department is staffed by dedicated, trained volunteers from the community and owns and maintains a modern fleet of equipment including Pumpers, Aerial Ladders, a brush truck, two (2) ambulances, and Paramedic Staffed First Responder vehicle

The Head of the Harbor Police Department, with mutual assistance from the Saint James Fire Department and all outside associated agencies, continues to provide omnipresent support and security to all residents of and visitors to the Village of Head of the Harbor.

FIRST POINT OF CONTACT

As vested community stakeholders, the Head of the Harbor Police Department believes a police department that fully understands its community is best suited to deploy appropriate resources and assistance as needed.

The Head of the Harbor Police Department continues to believe it is our responsibility to initiate primary contact, to assess and make safe all active scenes prior to allowing any support professionals (*e.g.*, social service providers) on site. This allows the Head of the Harbor Police Department to effectively do their job and protect the well-being of all-involved.

Still, should the need arise, the Head of the Harbor Police Department retains relationships with and provides for referrals to several different supportive outside agencies to assist, including Suffolk County Department of Social Services.

CHILD WELFARE

The Head of the Harbor Police Department works collaboratively with various agencies to investigate and provide community support in connection with certain matters, particularly matters involving offenses against children. For example, the Police Department

participates in a Multi-Disciplinary Team (MDT) with the SCPD and Suffolk County Department of Social Services to investigate suspected criminal conduct against a child and provide for referrals of cases.

MENTAL HEALTH

Head of the Harbor Police Department officers are trained to assess situations involving individuals experiencing a mental health crisis. As active SCPD officers, Head of the Harbor Police officers complete a five-day Crisis Intervention Training (CIT) which prepares them to effectively render necessary aid in a humane and sensitive manner to any persons who appear to be suffering mental health illness or disability.

In addition, all officers are certified in Cardiopulmonary Resuscitation (CPR) and the use of NARCAN and Automated External Defibrillators (AED). Nearly all officers are also certified EMTs. Furthermore, the Saint James Fire Department and its Ambulance Company and the Suffolk County Police Department Medical Crisis Action Team (Med-CAT) (paramedics from the SCPD who can provide advanced life support) are available to assist the Head of the Harbor Police Department when needed.

As a well-trained, service-oriented department, it is the responsibility of the Head of the Harbor Police Department to initially assess and make safe all active scenes before allowing any support professionals to access a location and or assist on-sight officers.

If there is a need, the Head of the Harbor Police Department retains relationships with and provides referrals to several different supportive outside agencies to assist individuals in crisis. When necessary, individuals are transported to locations for mental health services, such as Stony Brook's Comprehensive Psychiatric Emergency Program (CPEP), which is a designated primary entry point into the mental health system.

SUBSTANCE ABUSE

As certified first responders (including certification in the administration of NARCAN), Head of the Harbor Police Department officers are trained to respond to all overdose calls. In most scenarios, a Head of the Harbor Police officer will be the first on the scene of an overdose and can render first aid, including the administration of NARCAN, and CPR when necessary.

THE HOMELESS

As Head of the Harbor Police Department officers are best trained to assess situations and interact with individuals who may be homeless and or require additional treatment; they are the first to respond to calls received regarding the homeless.

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COMPLAINTS

The Head of the Harbor Police Department is extremely proud of its complaint record and holds its officers to a high standard of professionalism. After careful review of all available records, in the past 20 years, the department has received approximately 4 complaints, mostly stemming from parking tickets or traffic violations. That said, the Head of the Harbor Police Department strives to maintain the trust and confidence of the public, and views any complaint made (including those made anonymously) as a serious matter that requires investigation. To that end, the Head of the Harbor Police Department has adopted, and adheres to the extent applicable to the Village, the SCPD Rules and Procedures, as well the Standards on Civilian Complaints.¹ All complaints of misconduct or possible criminality are promptly referred to the SCPD Internal Affairs Section for investigation and, if substantiated, forwarded directly to the Public Integrity Bureau of the Suffolk County District Attorney's Office.

The Head of the Harbor Police Department takes all concerns and complaints very seriously. At the time a civilian makes a complaint ("the complainant"), the Head of the Harbor Police Department supervisor who assists will provide the individual with an Acknowledgement of Complaint for their records.

During the investigation, the SCPD Internal Affairs investigator will interview the complainant, the involved department officer(s) and, witnesses and will closely review available evidentiary material. Based on a careful review of the interviews and all available evidentiary material, the investigator will complete a comprehensive report. This report will then be forwarded to and reviewed by various levels of supervision. Please rest assured the Head of the Harbor Police Department is committed to ensuring a comprehensive and impartial investigation into every complaint we receive.

Upon the completion of the investigation, the complainant will be notified in writing of the results of a Head of the Harbor/SCPD Police investigation.

ANONYMOUS COMPLAINTS

It is the policy of the Head of the Harbor Police Department to accept all complaints, including those reported anonymously.

¹ Civilian Complaint Procedure: https://suffolkpd.org/Portals/59/scpd_pdfs/infoandpolicies/IABProcedure.pdf

HOT-SPOT POLICING

There are open spaces in the Village that from time to time create opportunities for late night hang outs and/or loitering. The Head of the Harbor Police Department pays extra attention to these areas to ensure the community's safety. In addition, the department strives to work together with large property owners to provide a safe and pleasant environment in the Village (e.g., assisting with compliance (when appropriate) with parking, lighting, and fencing regulations).

CROWD CONTROL

It is the policy of the Head of the Harbor Police Department to protect and ensure individual rights related to assembly and free speech, and to effectively assist in the management of crowds to prevent injury, property damage, or worse, loss of life. In accordance with its mandate, the Head of the Harbor Police Department has adopted the SCPD's procedures on crowd control. To that end, Head of the Harbor Police officers, at all times, are held to a high standard of professionalism and restraint, and are trained to maintain open lines of communication while remaining dedicated to active listening, engaging in dialogue and using various de-escalation techniques to help maintain control.

DE-ESCALATION

De-escalation has proven effective in certain circumstances to defuse what would otherwise be a dangerous encounter. Body position and stance, tone of voice and word choice, can either calm a situation or inflame an already tense situation. De-escalation tactics, including both verbal and non-verbal communication strategies, can slow down an evolving situation and reduce the risk that a situation will become violent. De-escalation is tied to the principle that an officer should exhaust all available methods of resolving a situation before using force. De-escalation training has become one of the most frequently requested types of police trainings as proponents advocate it reduces violence across the board and protects both civilians and officers.

The Head of the Harbor Police Department is especially proud of its implementation of the adopted SCPD procedures on de-escalation. During the summer of 2020, in the wake of George Floyd's death, Long Island experienced an unprecedented number of protests and civil unrest. As part of its partnership with associated agencies, such as the Suffolk County Police Department, the Head of the Harbor Police Department was specifically utilized to assist in

crowd control, including de-escalation, during numerous Black Lives Matter marches in the Town of Smithtown. Although the protest marches did not take place within the geographical area of the Village, the Head of the Harbor Police Department's assistance to SCPD and our professionalism during the emotionally charged and often-confrontational event(s), proved vital to maintaining the peace and helped ensure the safety of all present.

HATE CRIMES

Hate crimes against individuals in protected classes are an attack not only on the individual, but also on the whole community. The Head of the Harbor Police Department, assisted by the SCPD, is committed to identifying and investigating hate crimes and assisting victimized groups and individuals. The Head of the Harbor Police Department understands a swift and strong response can help stabilize and calm the community as well as aid in a victim's recovery. Any acts or threats of violence, property damage, harassment, intimidation, or other crimes motivated by hate and bias and designed to infringe upon the rights of individuals are viewed very seriously and will be given the highest priority. Also, recognizing the fears and distress typically suffered by victims, the potential for reprisal and escalation of violence, and the far-reaching negative consequences of these crimes on the community, Head of the Harbor Police officers will be mindful of, and responsive to the security concerns of victims and their families.

If a hate crime is reported, a Head of the Harbor Police Officer is tasked with the initial response and reporting, and when appropriate, refer the suspected crime to the SCPD Hate Crimes Unit. The SCPD Hate Crimes Unit is responsible for the investigation and case preparation of all violations of law perpetrated primarily due to a belief or perception regarding race, color, national origin, ancestry, gender, religion, religious practice, age, disability or sexual orientation, except for cases involving death or serious physical injury that may result in death.

In a review of historical department records, there have been zero hate crimes reported in the Village. The Head of the Harbor Police Department is extremely proud of this record and the community we serve.

USE OF FORCE

In accordance with NYS Law Enforcement Accreditation Program standard 33.1, all members of the SCPD receive annual training regarding the use of force and the use of deadly physical force.

Any member of the Head of the Harbor Police Department who observes another member of the Police Department using force that he/she reasonably believes to be clearly beyond that which is objectively reasonable under the circumstances must intercede to prevent the use of unreasonable force, if, and when the officer has a realistic opportunity to prevent harm.

A member of the Head of the Harbor Police Department who observes another member of the Police Department using force that exceeds the degree of force as described above must promptly report these observations to a supervisor.

All involved officers, prior to the end of their tour, must prepare a Use of Force Report (PDCS-1040), to detail their individual involvement and submit the report for supervisory approval. The Head of the Harbor Police supervisor will review the Use of Force Reports from all involved officers.

Once the reports are reviewed, the forms are kept on file and the information is forwarded to the SCPD and the NYS DCJS as required.

MISCONDUCT

The Head of the Harbor Police Department addresses any possible concerns of misconduct immediately without hesitation. This ensures potential problems are mitigated efficiently and effectively.

Although the Head of the Harbor Police Department does not currently have access to an electronic "Early Intervention System", it is dedicated to monitoring its officers and tracking any concerns. Additionally, as all complaints of misconduct are referred to the SCPD Internal Affairs Section, records of misconduct would be maintained by the SCPD. Due to the small size of the department, behaviors are currently best tracked by direct and daily supervision. The Head of the Harbor Police Department believes in the importance of identifying patterns or trends of individual officers which may be indicative of improper or unprofessional conduct and taking appropriate corrective actions.

The Head of the Harbor Police Department remains committed to correcting and improving officer performance, whenever necessary. Therefore, any questionable use of force would be addressed by increased remedial training and/or discipline.

REPORTING MISCONDUCT

Within the Head of the Harbor Police Department there is an obligation to report the misconduct of another officer immediately to a superior officer. Similarly, the Police Department has imposed on supervisors a duty to respond to all reports of possible misconduct.

The Head of the Harbor Police Department holds each and every one of its officers to the highest standards. The department has zero tolerance for officer misconduct of any kind. Whenever an officer of the Police Department reasonably suspects any member of the department is engaged, has engaged, or may engage in employee misconduct or unlawful conduct, that member must immediately notify a superior officer. The member will promptly prepare any written report(s) the superior officer may deem necessary.

Whenever a Head of the Harbor Police officer becomes aware or receives allegations that another officer of the department may have engaged in conduct of a serious or sensitive nature, that officer must immediately notify a supervisor and prepare any reports that are deemed necessary.

All members of the Head of the Harbor Police Department understand and are committed to

maintaining the highest level of professional responsibility. To that end, all officers know that misconduct, in any form, will not be tolerated. Any act of misconduct will be met with appropriate discipline and proper reporting in real-time.

Head of the Harbor Police Department's supervisors are engaged daily with the police officers. This allows supervisors to stay abreast of their officers' actions in real-time and address any concerns promptly with an appropriate level of discipline.

All complaints lead to an investigation, which concludes with the completion of a report. This report will be reviewed by a supervisor and forwarded to IAB and or the DA whenever appropriate.

RETALIATION

Officers are reminded that retaliation by an officer whose conduct had been subject to a report of misconduct, or soliciting, or obtaining the assistance of any third party to affect such retaliation, is prohibited.

OFF-DUTY BEHAVIOR

The behavior of officers when they are off duty helps reinforce trust in police officers and the justice system. Head of the Harbor Police Officers are always held to the highest standards of conduct even when they are out of uniform. Officers are aware they should not engage in offensive or harassing conduct, verbal or physical, towards fellow employees, supervisors or the public during work hours or off-duty hours.

CITIZEN OVERSIGHT, ACCOUNTABILITY AND TRANSPARENCY

The Head of the Harbor Village Board of Trustees, led by the Mayor, is the legislative body that has oversight of the operations of the police department. The Police Department's Commanding Officer meets weekly with the Village Mayor or Deputy Mayor, and monthly with the Village Board of Trustees. In addition, the Mayor speaks regularly to the Commanding Officer.

Currently, the Head of the Harbor Police Department does not do an annual community survey to track level of trust. However, the department is dedicated to implementing modernizations intended to open a consistent dialogue with Village stakeholders and residents.

DATA, TECHNOLOGY AND TRANSPARENCY

Transparency is one of the four pillars of procedural justice and is critical to ensuring accountability. Without a full picture of law enforcement policies, procedures, and activity, the public cannot meaningfully evaluate the performance of law enforcement. Even a well-functioning department risks losing public confidence when it does not engage in meaningful transparency.

MODIFICATIONS AND MODERNIZATIONS

- The Head of the Harbor Police Department recognizes its need to modernize, and as previously set forth, the department is committed to creating a new more interactive website to enhance its reach and aid in making policies and procedures accessible to the public. This includes a focus on accessibility issues, such as format, language, disability sensitivities and ADA-compliance.
- The Head of the Harbor Police Department is committed to maintaining transparency in interactions with the public through modernization and creating social media platforms. The Department intends to make its policies and procedures more transparent by providing easily visible links to relevant policies and procedures.

BODY CAMERAS

Access to and donning of body cameras are not currently part of Head of the Harbor Police Department procedures. The Board of Trustees has considered the adoption and acquisition of body cameras, but has concluded, given the high initial acquisition costs (one camera per

sworn officer for some two dozen officers), the high ongoing certified data storage and management costs, the Village's limited resources, and the absence – thankfully – of any significant number of incidents in which body cameras would be of significant importance, that the Village will not acquire such cameras at this time.

At present, body cameras are in a trial phase with the SCPD. Once trial results and information regarding that trial becomes available, the Head of the Harbor Police Department will proactively determine the feasibility, and the fiscal viability, of implementing the deployment of Body Cameras, and bring a recommendation to the Village Board of Trustees for their evaluation and action as deemed appropriate.

STAFFING, RECRUITMENT AND TRAINING

DEPARTMENT STAFFING

The Head of the Harbor Police Department currently consists of 32 sworn personnel. The applicant pool always remains active and when openings arise, all qualified applicants are considered, within the parameters of Civil Service law. The Head of the Harbor Police Department is an equal opportunity employer that due to the part-time nature of the job, generally prefers hiring well-trained, active-duty Suffolk County Police Officers. In fact 28 of the 32 Officers are active duty SCPD Officers.

This aspect is key to understanding the dedication, commitment and professionalism of the Head of the Harbor Police Department – the overwhelming majority of its members are already experienced, well-compensated police officers. The Village's pay scale, while competitive, is easily outmatched by what these officers earn in their present jobs, and what other similar villages offer for part-time policing. Accordingly, and this is important, the core staffing of the Head of the Harbor Police Department is made up of officers who want to serve the police needs of this community. The same is true of the four officers who are not currently active duty SCPD officers: there are several other opportunities for higher compensation, but they serve because they want to. And, as to all of these officers, because they meet the high standards of professionalism and commitment established by the Department.

RECRUITING A DIVERSE WORKFORCE

Staffing and personnel management is one of the most critical responsibilities of law enforcement leaders and the communities which they protect and serve.

Supervision of the Department is open to, and active in, seeking qualified police officers regardless of background, and encourages such candidates to consider serving in the Department, to create a Department that comes closer to reflecting the diversity of the community that they serve.

The Head of the Harbor Police Department consists of 32 sworn officers:

- 30 Male (Total)
- 2 Female
- 1 African American Male

It is reasonably anticipated that the Department's efforts to recruit more diverse candidates will be borne out over time.

MODIFICATIONS AND MODERNIZATIONS

The Head of the Harbor Police Department intends on using its increased online presence as both a recruitment tool, and a way to directly communicate with its community and underrepresented populations.

TRAINING AND CONTINUING EDUCATION

The Head of the Harbor Police Department recognizes that smart and effective policing starts with well trained and experienced officers. The department recognizes that training should never be a stagnant process and that it is necessary to ensure all policing reflects Heads of the Harbor Police Department core values. It is for this reason that the Head of the Harbor Police Department is 95% comprised of active members of the SCPD. Also, each officer receives additional monthly Departmental Individualized Trainings (DITs), which exceed required NYS DCJS standards. To ensure compliance, all Head of the Harbor Police Officer training is tracked and verified through the NYS DCJS Records System and Suffolk County transcript records.

The Head of the Harbor Police Department agrees that ongoing leadership training can foster leadership skills, reinforce positive conduct, and strengthen officers' commitment to community standards. The department encourages officers to apply who have shown dedication to learning through cross-discipline leadership training programs.

IMPLICIT BIAS

As previously mentioned, all Head of the Harbor Police Department procedures are adopted in their entirety from the SCPD. As the SCPD personnel represents a large and extremely diverse sworn and civilian group of professionals, its procedures are created to consider disparate impact and address potential biases. For example, the SCPD implicit bias training, entitled **"Tactical Policing with Impartial Perceptions,"** was recently selected by the Department of Justice as a national model. In February 2021, SCPD officers were asked to go to Ferguson, Missouri to assist the Ferguson police department with improving their implicit bias training. With few exceptions, current Head of the Harbor Police Officers are also active SCPD officers who received this state-of-the-art training.

OFFICER WELLNESS AND WELL-BEING

Law enforcement is inherently a physically and emotionally dangerous career. Studies show that people working in law enforcement are at an elevated risk of physical and mental health issues when compared to the general population.

Head of the Harbor Police Department leadership understands how important mental health is to the stability of the department and the safety of the community it protects. For this reason, mental health matters are handled with extra care and vigilance. Officer wellness is incorporated into the Police Department's daily scheduling and officer duties. The department and its leadership maintain a day-to-day line of communication with open, intimate, direct dialogue to ensure all officers feel safe discussing their concerns. As a department, we work as a family to uplift each other daily and provide a shoulder to lean on or a kind referral whenever we recognize one of our officers in need.

The Head of the Harbor Police Department understands that mental and physical stress can be brought about without warning on the job. Traumatic events are often unavoidable for members of the law enforcement community. Following a crisis event, supervisors and fellow officers dedicate themselves to ensuring that an officer's condition is monitored and access to meaningful assistance is always available.

CONCLUSION

The Head of the Harbor Police Reform and Reinvention Collaborative Plan serves as a guideline for the Police Department and the Village governing body. The plan provides a positive starting point for policy review and open dialogue with the community and its stakeholders. As the Department implements the plan and embraces additional transparency and modifications, we look forward to continuing that open dialogue. It remains a goal for the Head of the Harbor Police Department to be at its best while representing and protecting the Village, its residents, workers, and visitors.

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