

City of Beacon

Police Reform and Modernization Collaborative Report



In Response to Governor Andrew Cuomo's

Executive Order 203

March 2021

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INTRODUCTION

Anyone who has visited or lived in Beacon knows how unique our city is. Its diversity, small businesses, physical beauty, and rich cultural offerings have all helped create a strong and promising community.

But Beacon is also part of the national dialogue on policing, racism and politics. Protests, sharp debates, and anger roiled in response to the aftermath of George Floyd's killing and the larger questions it raised. All of those came together in uncertain ways, such as competing protests on both sides of the street in front of City Hall that threatened to, but did not, spill over from speech into more confrontational and violent responses.

Along with the suffering and fear from COVID-19, Beacon has also faced the larger questions of community security that arose throughout 2020. One on level, the fast growth and influx of people can place additional pressure on Beacon's diversity and the economic security of many of its residents. Its economic sector, made up almost entirely of small local businesses, was particularly vulnerable to the economic impacts of the virus.

But Beacon has met those challenges with its strong social capital: Our city is large enough to have a wide range of communities, but is small enough to connect them. At the protest in July, in fact, people on both sides of the street recognized their neighbors, teachers, and students, and acquaintances on the other. Despite their differences, the City avoided the outbreaks of violence witnessed in larger cities. That has been the power of police reform in Beacon.

Since 2015, the community has engaged in a continuous effort to improve policing, through meetings, proposals, and dialogue. Our resilient network of social capital has fueled and will continue to fuel constructive change. As Beacon's Executive Order 203 Police Reform Committee, we worked to channel that energy and diversity, and offer this report as a roadmap for the future safety of our city's communities.



Mark Ungar
Committee Co-Chair
Police Reform Committee



Pastor John Perez
Committee Co-Chair
Police Reform Committee

EXECUTIVE SUMMARY

Following the high-profile killing by police of George Floyd in May 2020, communities across the nation confronted painful questions about the ongoing role of racial bias in policing and faced demands for reforms and action to address the inequalities and racial bias in policing. While many of the nation's largest police departments became the focus of protests and reform efforts, smaller communities such as the City of Beacon also experienced a new civil rights movement, calling for a reconsideration and reform of public safety and policing. In 2020, the community hosted nineteen peaceful protests organized by Beacon 4 Black Lives ("B4BL") and other organizations and engaged in a robust debate about the structure and role of policing in our small city.

The protests and calls for reform in 2020 were not the first time that the Beacon Police Department had come under scrutiny and pressure for reform. In response to chronic concerns, the department became the focus of a U.S. Department of Justice ("DOJ") investigation starting in 2004 and ending in 2010. During the investigation and subsequent oversight by the DOJ and U.S. Attorney's Office, the Beacon Police Department reexamined and reformed many of its policies and procedures, which allowed this small department to adopt early on some of the progressive reforms now being discussed in much larger departments, including significant revisions to the *Use of Force Policy*. In addition to DOJ mandated reforms, the community discussed and implemented other reforms starting again in 2015.

Following Governor Andrew Cuomo's issuance of Executive Order 203, the Beacon community began to further examine its policing policies and build upon the earlier reforms. Over the past months, the City has convened an Executive Order 203 Police Reform Committee ("Police Reform Committee") composed of civic organizations, faith-based groups, local activists, police officers, local and County officials, and interested citizens. Beacon has hosted multiple meetings over the past half year for the public to raise concerns and share ideas on the future of policing in the City of Beacon.

Throughout this process and during the 2020 protests, there has been an impressive level of respect between the community and the police, even when there have been significant differences in opinion. The overall civility and respect throughout Beacon's latest debate on policing is a testament to the strength and tolerance of our progressive community as well as the openness to continued change. After months of meetings, the Police Reform Committee came back with a series of recommendation that are contained in this Plan. Some of these recommendations are already being implemented while others will take more time and consideration to implement.

As a result of this process, the City of Beacon has laid out a goal and tangible steps towards realizing that vision to ensure that the community continues to address the legacy of racially-biased policing and move towards a more equitable, progressive, and sustainable model of public safety and policing.

A. BEACON POLICE REFORM PLANNING COMMITTEE

On June 12, 2020 Governor Andrew Cuomo issued Executive Order 203- New York State Police Reform and Reinvention Collaborative (“EO 203”). EO 203 stated,

“WHEREAS, beginning on May 25, 2020, following the police-involved death of George Floyd in Minnesota, protests have taken place daily throughout the nation and in communities across New York State in response to police-involved deaths and racially-biased law enforcement to demand change, action, and accountability; and... Each local government entity which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law must perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color.

Each chief executive of such local government shall convene the head of the local police agency, and stakeholders in the community to develop such plan, which shall consider evidence-based policing strategies, including but not limited to, use of force policies, procedural justice; any studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law Enforcement Accreditation Program.”

Following the issuance of EO 203, the City of Beacon sponsored several Community Forums on Policing and Public Safety, which were held on June 20, November 21, and December 19, 2020. The Beacon City Council passed a resolution in August 2020 requiring a plan for evaluation and rethinking of community public safety services. This resolution, attached in Appendix 1, was part of an ongoing police reform agenda to improve transparency, increase community engagement, review critical policies and training, evaluate the public complaint process, examine the structure of law enforcement, and consider non-police alternatives. In 2020, this led to several immediate changes, such as requiring police officers to provide business cards in interactions with the public and putting a complaint form on the City’s website.

The City participated in the Dutchess County Police Reform and Modernization Collaborative¹ and later formed its own Police Reform Planning Committee (the “Committee”). The Committee was appointed by Mayor Lee Kyriacou and was composed of community leaders and stakeholders tasked to provide input into the City’s effort at police reform and modernization. The City sought to build upon the primary goals laid out in the Dutchess County Policy Reform and Modernization Plan, which included the following:

- Building public trust and legitimacy by enhancing police connection to the community
- Ensuring accountability, transparency, and professionalism in law enforcement
- Preventing violence and examining modern policing strategies
- Implementing criminal justice diversion programs
- Addressing mental health, homelessness, and addiction

The Committee was co-chaired by Mark Ungar and Pastor John Perez. Biographies of members of the committee were as follows (in alphabetical order):

Deborah Felder is a New York City Department of Education guidance counselor and resident of Beacon who is involved in the local NAACP chapter. Prior to participating in the Reform and Modernization Collaborative, Felder was a member of the 2020 City of Beacon Police Chief Search Committee.

Lieutenant Thomas Figlia is a Lieutenant of the Beacon Police Department, having joined as a Patrol Officer in 2006. Figlia is the department’s training coordinator and is responsible for policy development and implementation and for accountability systems such as the department’s body camera program. Figlia is a graduate of Beacon High School and Marist College.

Chief Sands Frost is Chief of the Beacon Police Department, having joined as a Patrol Officer in 1983, and progressing as Detective, Patrol Sergeant, Detective Sergeant, and Patrol Lieutenant. Frost was appointed Acting Chief in August 2020, and after an in-depth search, was appointed Beacon’s Police Chief in January 2021. Frost served as a Gunnery Sergeant in the U.S. Marine Corps Reserve and was activated for Desert Storm and after 9/11. Born and raised in Beacon, Frost holds an Associate Degree in Criminal Justice from SUNY Dutchess.

Kara Gerry is Bureau Chief of the Dutchess County Public Defender’s Office. Gerry graduated from Our Lady of Lourdes High School, Marist College and Pace Law School, and lived in Beacon in 2012-2017. Gerry has been practicing criminal law for about 15 years, as a prosecutor for three years and a defense attorney for twelve. Gerry was assigned to represent clients in Beacon City Court in October of 2020.

Addison Goodson was born in Queens, N.Y. and is a poet and activist with experience as a Community Organizer with Jobs With Peace in Los Angeles, as an ombudsperson in Santa

¹ <https://www.dutchessny.gov/County-Government/Police-Reform-and-Modernization-Collaborative-Workgroups.htm>

Monica and a volunteer with many political campaigns for Progressive politicians. Goodson has lived in Beacon for sixteen years, and is a member of the Beacon Human Relations Commission.

Dr. Matthew Landahl, Ph.D. is Superintendent of the Beacon City School District. Landahl has served as a fourth-grade teacher in the Baltimore City Public Schools as part of the Teach for America Corps, an assistant principal in Charlottesville VA, and Chief Elementary Officer, Chief Academic Officer and Deputy Superintendent in Ithaca NY. Landahl earned a Doctorate in Educational Administration from the University of Virginia. Landahl lives in Beacon.

Justice McCray is a lifelong Beacon resident, and an activist and community organizer with the group Beacon4BlackLives. McCray is a full-time circulation librarian, and is currently invested in mutual aid/community safety projects such as the Beacon Community Fridge. McCray has formerly worked at independent businesses in Beacon and served on the Beacon Human Relations Commission.

Pastor John Perez leads the Faith Temple Church in Beacon and serves as Superintendent of the Hudson Valley Region District Churches. Pastor Perez desires to further impact our community with his ability to bring different voices and viewpoints to the table for transparent discussions. Perez has previously worked in banking and sales, and serves on various non-profit boards, Perez recently served on the Dutchess EO203 committee and the Beacon Police Chief Search Committee, and is chair of the Beacon Human Relations Commission.

Giovanna Rogow is the Executive Director of the Maternal Infant Services Network of Orange, Sullivan and Ulster Counties (MISN), a Perinatal Network established in 1990 to improve birth outcomes and reduce ethnic and racial disparities leading to infant mortality, pre-term birth and low weight babies. Rogow is a member of the Beacon Human Relations Commission.

Samantha Sayegh is an Assistant District Attorney in Dutchess County and is assigned to the Justice Courts Bureau. Sayegh joined the District Attorney's office in 2019 after graduating from Marist College and Pace Law School. Sayegh handles the Beacon Court Criminal Calendar and prosecutes justice court cases, and teaches criminal justice at Marist College.

Brooke Simmons is a lifelong Beacon resident, and a founding board member of I Am Beacon. Simmons has served on the Beacon Recreation Committee, Beacon City Charter Commission, Spirit of Beacon Day Committee, and Beacon Centennial Committee. In 2015, Simmons co-led the community group Beacon Speaks Out, to discuss, identify, and commit to improvements in the Beacon Police Department.

Brent Chaim Spodek has been the rabbi of Beacon Hebrew Alliance since 2010. Before coming to Beacon Hebrew Alliance, Spodek served as the Rabbi in Residence at American Jewish World Service and the Marshall T. Meyer Fellow at Congregation B'nai Jeshurun in New York. Rabbi Brent holds rabbinic ordination and a masters in philosophy from the Jewish Theological Seminary. Spodek attended Wesleyan University and worked as a journalist in Durham NC. Spodek lives in Beacon, and is a professor of environmental chemistry at Vassar College.

Mark Ungar is a political science and criminal justice professor in the doctoral faculty of the City University of New York (CUNY). Ungar is an advisor on police and judicial reform with the United Nations, and has helped establish new police units, community policing, and other programs in eight Latin American countries. Currently Ungar is an environmental policing commissioner at Interpol; is writing security reform overhauls with democratic opposition blocs in two countries; and is co-directing policy efforts against US gun exports and deforestation in the Amazon Basin. Publications include five books and 40+ articles on policing, human rights, violence, and criminology. Ungar has lived in Beacon since 2004 and co-led Beacon Speaks Out.

Christopher White was appointed Beacon City Administrator in late January 2021. White previously served as Deputy Director of Planning for Ulster County, and was as a senior aide to the late Congressman Maurice Hinchey for more than eleven years. Chris has a BA from New York University and an MPA from Rockefeller College at SUNY Albany.

After several remote meetings, the Committee identified ten primary areas of focus for reforming and reimagining the operations of the Beacon Police Department and community safety in the City of Beacon as a whole. Those areas were identified as follows:

- Community Safety
- Addressing Individual Needs
- Criminal Justice
- Communications and Representation
- Incorporation of Police Officer Experiences and Recommendations
- Data Collection and Reporting
- A Police Department Reflecting Beacon's Diversity
- Police Structures and Patrols
- Accountability
- Youth Security, Education and Policing

After formulating the ten focus areas, the Committee divided into sub-committees for each area and met to develop specific recommendations. Several areas had significant overlap so recommendations from one sub-committee were sometimes incorporated into the category of another subcommittee. The subcommittees reported back to the Committee at its final meeting after which the written recommendations were compiled by the Committee Co-chairs.

In addition to the recommendations, this report includes a brief history of Beacon Police Department reform so that readers have an understanding of where the Beacon Police Department was and where it currently stands, as well as a review of current policies and procedures and recent changes. It then proceeds to outline the recommendations of the Committee to provide an understanding of the vision for community safety in Beacon in the future. Finally, there are a number of supporting attachments.

B. HISTORY OF BEACON POLICE DEPARTMENT REFORMS

As noted previously, the process of reform and reinventing policing in the City of Beacon has been an ongoing process for many years. In 2004, the United States Department of Justice (“DOJ”) and the U.S. Attorney’s Office for the Southern District of New York opened an investigation into the Beacon Police Department in response to numerous significant civilian complaints. This difficult process began a continuing effort by the City of Beacon and the Beacon Police Department to make the department a modern, progressive, and full-service law enforcement agency, an effort which continues today.

As a result of the investigation and subsequent six-year oversight by DOJ, the leadership and culture of the Department were significantly reformed and the Department was professionalized and accredited. The per capita spending on the Department in the period between 1998 and 2018 was also significantly reduced, making Beacon’s per capita spending on police the lowest of any city in the Hudson Valley as detailed in Appendix 1. While the Beacon Police Department continues to work diligently to stay compliant with federal and New York State law and current with law enforcement best practices, the Department recognizes that further improvements in transparency, accountability, trust building, and alternatives to criminal justice are needed.

The DOJ investigation was concluded in 2010 and while it found no violations of law, it did find numerous policies and procedures that were in need of substantial updates and improvement. Technical assistance letters were issued by the DOJ, to which the Beacon Police Department agreed. The changes required by DOJ included the following:

- Revise use of force policy to emphasize verbal de-escalation techniques, and specifically prohibit the use of the carotid hold² absent exigent circumstances
- Specifically limit the type of ammunition allowed and mandate the exact amount of ammunition officers must carry
- Revise its OC [pepper] spray policies to ensure that OC spray is appropriately used and that all uses are reported
- Revise its policies requiring the review and/or investigation of all uses of force beyond un-resisted handcuffing to be consistent as to the requirements for investigation and review of uses of force
- Develop standards for its vehicle pursuit/roadblock policy to clarify the circumstances in which pursuits should be authorized
- Implement a formal, structured, and consistent system for handling complaints from members of the public

The Beacon Police Department, under new leadership and the oversight of elected officials, methodically and successfully implemented the recommendations from the DOJ. By 2016, the DOJ and U.S. Attorney found the Department to be in substantial compliance and fully released

² A carotid hold is a restraint technique that involves an officer compresses the carotid arteries on the side of neck to restrict blood flow, which can lead to unconsciousness or death.

from any further monitoring. U.S. Attorney for the Southern District of New York Preet Bharara noted, "We are pleased that the Beacon Police Department has concluded a cooperative effort to improve its policies and procedures regarding use of force, review of officer conduct and citizen complaints so that they may better protect all of the people of Beacon." said U.S. Attorney for the Southern District Preet Bharara³.

In conjunction with the process of updating specific policies and procedures to comply with the DOJ recommendations, the Beacon Police Department completely revised all of its policies and procedures in order to become only the third law enforcement agency in Dutchess County to achieve accreditation from the New York State Division of Criminal Justice Services ("DCJS"). A list of the Accredited agencies in Dutchess County is attached as Appendix 2.

Accreditation is a progressive and contemporary way of helping police agencies evaluate and improve their overall performance. It provides formal recognition that an organization meets or exceeds general expectations of quality in the field. Accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective.

The New York State Accreditation Program became operational in 1989 and encompasses four principal goals:

1. To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the extent possible;
2. To promote increased cooperation and coordination among law enforcement agencies and other agencies of the criminal justice services;
3. To ensure the appropriate training of law enforcement personnel; and
4. To promote public confidence in law enforcement agencies.

The Accreditation Program is comprised of a set of standards developed to further enhance the capabilities of an agency, and is divided into three categories. Standards in the Administrative section have provisions for such topics as agency organization, fiscal management, personnel practices, and records management. Training standards encompass basic and in-service instruction, as well as training for supervisors and specialized or technical assignments. Operations standards deal with such critical and litigious topics as high-speed pursuits, roadblocks, patrol, and unusual occurrences⁴.

Maintaining accreditation is an extensive undertaking which requires regular updates to policies and procedures in order to stay current with law enforcement best practices. A department's accreditation is reassessed by DCJS every five years, and the Beacon Police Department has been successfully reaccredited with both of its required reassessments.

In order to streamline this process and keep up with legal changes which are occurring at a more rapid pace than ever before, the Department contracted with Lexipol in 2017. Lexipol

³ <https://www.justice.gov/opa/pr/beacon-new-york-police-department-enters-agreement-united-states-reform-its-policies-and>

⁴ <https://www.criminaljustice.ny.gov/ops/accred/>

provides a web-based system of recommended policies and procedures which are regularly updated, by experts in the field, in order to stay compliant with changes to federal and State statutes, case law, and accreditation standards. These policies are specific to New York State and fully customizable. In using Lexipol, the department does an exhaustive review of each recommended policy to ensure that it is compliant with accreditation standards and workable for our specific department and community. Legal updates are sent very regularly and quickly after they become law. The system also provides crucial documentation of the issuance and acknowledgement of policies and procedures which aids in accountability.

Despite the progress made by the Beacon Police Department over the past fifteen years or more, many in the community, including many new residents have called for additional reforms, such as increased transparency and implementation of more formal structures for regular community interaction to build trust and confidence, and structural and staffing changes to provide alternative models of community safety and well-being. As further described below in the Committee's recommendations, the City has and may consider a combination of ongoing reforms and also some restructuring. For instance, the City Council approved in its 2021 Operating Budget inclusion of funding for a mental health intensive case worker to help the Beacon Police Department address mental health issues outside of traditional policing methods.

Hope Not Handcuffs. In September, 2020 the City of Beacon Police Department became only the third department in Dutchess County to partner with the non-profit Hope Not Handcuffs to assist people who struggle with drug or alcohol addiction. Hope Not Handcuffs-Hudson Valley, a program of the Tri-County Community Partnership Inc., is aimed at bringing law enforcement, community organizations and volunteers together to find viable treatment options for individuals seeking help to reduce dependency with any substance including heroin, prescription drugs, and alcohol. When someone comes into the Beacon Police Department and asks to go to rehabilitation for substance addiction, a call will be made to an "Angel" volunteer from the Hope Not Handcuffs team who will come and actively seek out a treatment plan. Individuals suffering from addiction will instantly gain an advocate and a network of resources designed to lead them to success.

HR Director. In July 2020, The City of Beacon hired its first Human Resources Director. The HR Director has already assisted the Police Department in several ways:

- Reviewed Police Department hiring policy for procedural accuracy, fairness and equity.
- Implemented a Whistle Blower Policy and a Domestic Violence Policy (Appendix 5 and 6), which were unanimously adopted by the City Council in January 2021.
- Served on the Police Chief Search Committee to ensure compliance with civil service and antidiscrimination, fairness and equity guidelines.

Community Policing. The Chief of Police also increased the Department's foot patrols on Main Street beginning in 2020.

C. CURRENT POLICIES AND PROCEDURES

One of the requirements of Executive Order 203 was for police departments to evaluate and detail existing policies and strategies to address particular needs of communities served by the police departments and address racial bias and disproportionate policing of communities of color. As noted previously, the Beacon Police Department has already revised and updated many of its policies, which are outlined below as a foundation for understanding further proposed reforms.

1. Accountability Measures

The Beacon Police Department has worked to use technology to increase accountability and transparency in the conduct of its officers in public interactions. In 2009, the Department equipped all vehicles assigned to patrol officers with in-car camera systems and adopted a policy that requires regular review of footage by supervisors in order to enhance officer performance.

The Department was also among the first in the area to purchase and require body cameras for all officers. After a successful pilot period with a limited number of officers, body cameras were issued to all patrol officers in 2018. Due to technical issues with the older cameras, in late 2020, the Department secured all new generation body cameras and was able to expand the program to include patrol supervisors. Like the in-car camera systems, the body cameras are monitored on a regular by supervisors in addition to reviews of specific events. The Department also utilizes cameras covering most of Main Street, which provide an additional layer of review for officer responses on Main Street.

In addition to the use of the cameras to monitor and improve the performance of police officers, the Department also records all incoming telephone calls for service and officer radio transmissions. All interviews and interactions by officers following an arrest are similarly recorded and used both for review and evaluation. Finally, the Department utilizes Global Positioning Systems installed in police vehicles to monitor officer activity and response to calls for service. The use of such technology supported by polices that utilize the data collected help to provide a layer of accountability.

2. Use of Force Policies

The Beacon Police Department documents and reviews all incidents involving the use of force by its officers. The Department defines “use of force” much more broadly than the State of New York definition, considering any force beyond compliant handcuffing to constitute a use of force. During any interaction with the public in which a Beacon Police officer uses such force, a use of force report is required and an investigation into the incident is mandated.

Use of force investigations are conducted by the supervisor working at the time of the incident and include a thorough review of the officers’ accounts of the incident and a review of video

footage generated by the body camera and/or in-car camera as well as consideration of any other available footage or relevant evidence, such as cell phone videos by the public. An interview with the person on whom force was used and any possible witnesses in the area is also a required part of this investigation.

Following any use of force incidents, supervisors are also required to get medical attention for anyone who requests or appears to need it. The investigation by the supervising officer is then reviewed by the Department's use of force policy instructor, who is a uniformed Lieutenant, as well as by the Chief of Police. If the use of force meets the criteria for reporting to New York State, it is then reported as part of the Department's uniformed crime reporting. Like all of its policies, the Department's use of force policy is regularly updated to be in conformance with case law, statutes, and best practices. This use of force policy manual is available to the public on the City of Beacon website⁵.

Since at least 2010, the Beacon Police Department has required that officers who witness force that is clearly outside of policy intervene to stop it and that officers who suspect that a use of force may have been outside of policy, report it to a supervisor. The Department's use of force policy instructor regularly attends trainings to keep current on best practices. These trainings include instruction from the New York Division of Criminal Justice Services, Chief Mike Rinalli (retired), the former Chair of the Accreditation Council, and the Daigle Law Group, experts on use of force and internal affairs law. Beacon Police officers are retrained annually on the Beacon Police Department Use of Force Policy. This includes any updates to federal and State law and case law regarding the use of force, de-escalation training, information on medical considerations such as the prevention of positional asphyxia and death due to excited delirium, and the duty to intervene in excessive force.

3. Equipment

In 2020, at the direction of the Acting Chief and Mayor, the Beacon Police Department undertook a comprehensive review of its needs related to equipment, particularly in the area of lethal and non-lethal weapons. The Department determined that several weapons systems were outdated, incompatible with current department practices, or simply unnecessary. These included pistol caliber, fully automatic sub-machineguns and certain non-lethal gas and chemical delivery systems. Such equipment was then eliminated from the Department's inventory. On the other hand, the department continues to utilize systems such as electronic control weapons and pepper spray which when used with training and discretion can reduce the potential need for deadly force or limit potential injury to suspects from traditional force methods. The Department has also avoided acquisition or procurement of more "militarized" equipment which has raised concerns in larger departments, such as armored tactical vehicles. Even though the Beacon Police Department has certain equipment for riot situations, the Department carefully evaluates situations to determine if such equipment is warranted and necessary, usually siding on having officers at demonstrations and other events using much less

⁵ <https://www.cityofbeacon.org/wp-content/uploads/2019/10/Use-of-Force.pdf>

imposing equipment than the types of riot gear that were regularly used by larger departments during the protests of 2020 resulting from the murder of George Floyd and others.

4. Training

The Beacon Police Department has a recent history of progressive training. All patrol officers are trained in a 40-hour Crisis Intervention Training (“CIT”) course, which helps to train officers to help persons with mental disorders and addictions to access medical treatment rather than place them in the criminal justice system. This evidence-based strategy has been found effective in reducing the risk of injury or death during emergency interactions between police and persons with mental illness.⁶

In addition to the CIT Training, the Department conducts regular in-service training on topics including Workplace Violence, Sexual Harassment, Use of Force Policy and Law, De-escalation Techniques, Administration of Narcan (to address opioid overdoses), CPR/AED, Defensive Tactics, Active Shooter Response, Blood-borne Pathogens, and Taser and OC spray (pepper spray) use. The Department is adding eight hours of Procedural Justice training and eight hours of Implicit Bias training for all officers for 2021.

Procedural Justice training focuses on how the police interact with the public. Procedural justice is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." Research demonstrates that these principles contribute to relationships between authorities and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police.⁷

Implicit Bias Training addresses the automatic, and often unconscious, association that people make between groups of people, whether that be based on race or some other categorization, and stereotypes or preconceived notions about those groups. The focus is on unconscious thoughts or feelings that can influence our own actions and, particularly in the case of policing, our response to others’ actions. The combination of these trainings helps to ensure that police officers can respond to a wide variety of emergency situations while also reducing the risk of harm to officers and the public.

The combination of these trainings helps to ensure that police officers can respond to a wide variety of emergency situations while also reducing the risk of harm to officers and the public.

Firearms Training Simulator training is being added to test and develop officers’ skills in using lethal violence only when absolutely necessary. These “shoot/ no shoot” and de-escalation

⁶ <http://jaapl.org/content/early/2019/09/24/JAAPL.003863-19>

⁷ <https://trustandjustice.org/resources/intervention/procedural-justice>

scenarios help to prepare officers to make wise decisions during difficult emergency situations through repeated practice and understanding of the situations. Additional hours are also being added to the Department's Defensive Tactics and Active Shooter Response training to better prepare officers through scenario-based training and will include scenarios in which officer must utilize verbal skills to de-escalate dangerous situations. Finally, the Department has added Disability Awareness training to better prepare officers to interact with and serve all members of the community, including persons with developmental disabilities whose actions are sometimes misinterpreted.

5. Complaints

The Beacon Police Department accepts complaints, questions, and criticisms about its officers through a number of different sources. Formal complaints can be filed using the Department's Civilian Complaint Form which is as of 2020 available online on the City of Beacon website⁸ and can be returned directly to the Department or turned in to the City of Beacon Human Relations Commission. Additionally, complaints may be made directly in person, or by telephone to police headquarters. Complaints may also be forwarded through third parties, such as members of the City Council, the Mayor, or the City Administrator. Anytime the Department's command staff is made aware of a complaint through any of these sources, it is treated and evaluated as a personnel complaint.

Sometimes members of the public come to police headquarters or call the Department after an interaction with an officer to seek an explanation of the interaction or the officer's actions. These types of complaints are usually resolved with such an explanation; however, if the person is unsatisfied or does not accept the explanation, their complaint would also be handled as a personnel complaint.

Once a personnel complaint is received, it will be investigated by a member of the command staff in the same manner that any other police investigation would be conducted, and a case report will be completed. All available means of collecting evidence, such as interviews with the complainant and officer involved, body cameras, in-car cameras, station and other surveillance cameras, etc., will be utilized when possible. If the investigation indicates that the officer acted appropriately and within Department policies, the officer will be exonerated. If there is insufficient evidence to substantiate the complaint, it will be considered unsubstantiated. If there is evidence substantiating the complaint and the officer is determined to have violated policy or procedure, the case will be turned over to the Chief of Police to make a determination as to what, if any, discipline is appropriate. This can range from verbal counseling to termination depending on the severity of the incident. In any case, the complainant will be contacted and told of the results of the investigation.

6. Transparency

⁸ <https://www.cityofbeacon.org/wp-content/uploads/2019/10/civilian-complaint-form-fillable.pdf>

In addition to the above-described complaint procedure, by which complainants receive a full explanation of the investigation and findings of their complaint, the Department is also seeking to increase transparency by publishing as of 2020 summaries of all of its releasable blotters on the City's website.⁹ These blotters provide data on the time of response, type of call, disposition of the call, and the primary officer involved. Starting in 2020, at the direction of the Acting Chief and Mayor, the Department also requires officers to provide people with their name and rank and business cards that explain how to make a complaint to the department or Human Relations Commission and to provide explanation for the reason for any stop, search or temporary detention.

⁹ <https://www.cityofbeacon.org/index.php/beacon-police-department-daily-blatter/>

D. POLICE REFORM PLANNING COMMITTEE RECOMMENDATIONS

The Beacon Police Reform Planning Committee developed recommendations in ten areas to further reform and reinvent policing in the City of Beacon, recognizing that a number of specific recommendations have already been implemented to varying degrees in the City of Beacon Police Department. The recommendations are broken down into general categories although some of them clearly overlap and correspond to one another. Some recommendations go beyond the bounds of the Beacon Police Department, but are included to provide a viewpoint on broader issues such as additional community programming.

1. Community Safety

The subcommittee that worked on the topic of “Community Safety” started by asking how our community could reimagine community safety in Beacon and develop feasible, practical changes in response. There were three specific recommendations.

a. Community Safety Plan. In order to strengthen the roles and responsibilities of all community members in providing safety and security within the City of Beacon, the City should conduct a comprehensive safety needs assessment to better understand the needs of the community. This assessment will be directed in a manner so that it addresses differences in the needs and community safety desires of different communities and neighborhoods so that areas of focus for officers patrolling those communities and neighborhoods can be tailored to those needs. This can be done through additional community surveys and meetings, as well as direct interactions between officers and members of the community. A goal would be to encourage non-law enforcement means of solving lower level, non-violent community problems, such as noise and minor neighbor disputes, through sources such as the Mediation Center of Dutchess County, local community organizations, or the Human Rights Commission.

b. Community Safety Officers. The Committee recommended the exploration of the possible of hiring volunteer citizen non-sworn neighborhood safety officers, who would convey citizen concerns to the Beacon Police Department, recommending improvements to public safety (e.g., street lighting improvements, graffiti removal, or enhanced recreational facilities), and accompany and learn from Beacon Police officers. The City and Police Department are required to conform to New York Civil Service regulations that would likely preclude the hiring of such citizen officers. However, the goals of this recommendation might be accomplished through the formalization of more frequent interaction and discussion between the Beacon Police Department and community organizations, which is discussed in other recommendations below.

c. De-Escalation Training. In order to help defuse volatile crisis situations, police de-escalation training can help police departments more fully realize their charge to “serve and protect.” The Committee recommended this training, which is also useful in helping to identify implicit bias and stereotyping. De-escalation training is already being conducted on a regular basis by the Beacon Police Department and should draw on models, such a DEAI (Diversity, Equity,

Accessibility; Inclusion). The Department also incorporates de-escalation training into its annual Use of Force Training. Additionally, all officers receive 40 hours of Crisis Intervention Training (“CIT”), which strongly focuses on de-escalation of persons in crisis, particularly those with mental illness. For this training to be effective, it must be woven into daily practice. The Department will start expanding other in-service, scenario-based trainings to incorporate focuses on opportunities for de-escalation. The Department will also consider how to best incorporate additional input from communities of color.

2. Addressing the Needs of Individuals

One of the most common and pressing individual needs that the Beacon Police Department and other law enforcement agencies confront is the lack of mental health services and support. Police responding to persons with mental health disorders has become a backstop in many cases for the shortage of federal and State resources to address mental health. The City and Beacon Police Department have taken some recent steps to help deal with this crisis, so some of the recommendation below are in the process of being developed and/or implemented.

a. Mental Health. In January of 2021, the Beacon Police Department received approximately twenty-five calls involving subjects suffering from mental health crisis or who are known to live with mental illness. The Committee recommends diligently documenting and reporting the number of such encounters, which the Beacon Police Department has already begun doing. Such data will be further enhanced once the Department brings on a Mental Health Intensive Case Worker, which is scheduled to begin in March 2021 (this is discussed further below.) The Committee highlighted that City of Beacon and Dutchess County resources for individuals with mental health issues lag behind those available for other challenges, such as substance abuse. The City of Beacon is home to a Dutchess County Behavioral Health Center and two supportive housing facilities for those suffering from mental illness, both of which have generated police calls over time. The Committee supported the City’s recent initiative to partner with Mental Health America of Dutchess County (“MHA”). This initiative has been piloted in the City of Poughkeepsie in 2020 with positive results reported thus far. The City hopes to hire this mental health case manager in March 2021, which should help in responses to calls from persons with mental health issues. MHA is well-connected with the network of support services available and can help people navigate these sometimes difficult-to-understand systems, rather than have them repeatedly interact with the criminal justice system.

b. Crisis Intervention. The Beacon Police Department has had officers trained in crisis intervention through a partnership by the Dutchess County Department of Behavioral and Community Health and People, Inc., a non-profit mental health provider. This has allowed officers to be better equipped to interview people who have suffered a trauma or are suffering from a mental illness. Along with its experience with the county’s Mobile Crisis team, this training has led the Department toward adopting a more local service tailored to Beacon’s communities.

c. Social Worker. In addition to the mental health worker discussed above, the Committee recommended future consideration of obtaining the services of a social worker to work in collaboration with the Department. Social workers have extensive training in working with diverse populations and in helping them resolve individual and family problems. Just as police officers are experts in addressing issues of law enforcement, social workers are experts in resolving social problems that often bring individuals into encounters with the police. Formal and informal collaboration between police and social workers can help improve responses to emergencies. Such connections can be done through employment of social workers within a police department, or allowing them to team up with police officers to respond to calls, and to then follow up on cases. Other departments contract with a community-based organization that employs social workers and other clinicians, with certain 911 calls sent to the contracted service for response. Both approaches have had positive results throughout the nation, leading social workers to be more often called upon to respond to calls related to mental health, homelessness, substance use, and other matters not requiring a law enforcement officer.

d. Addiction Recovery. Since mid-2020, the Beacon Police Department has partnered with Hudson Valley *Hope Not Handcuffs* to get addiction rehabilitation services to those in need. Under this program, people suffering with addiction can be referred to assistance by the Department. Some individuals come to the police station and ask for help while others call the program directly from cards distributed by the Department. When individuals come to the station, the Department will then call *Hope Not Handcuffs*, which will send a trained volunteer to the station. The volunteer will meet with the person seeking rehabilitation, get them placed into a rehab within 24 hours, and set the person up with some essentials such as personal hygiene items. While the volunteers do not provide transportation, they will assist with setting up transportation. This program was publicized at its outset and officers carry cards with *Hope Not Handcuffs* information to be given to people who may be suffering with addiction. The program is part of the non-profit Tri-County Community Partnership and is run at no cost to the Department or the City, and the City will continue this important initiative.

3. Criminal Justice Alternatives

The Committee recommended continuing several alternatives that the City is currently undertaking and exploring additional initiatives in certain circumstances that avoid bringing individuals into the criminal justice system when other services, such as mental health services, could better address the root problems and avoid recidivism. Additionally, the Committee recommended continuing programs to support certain crime victims or establish restorative justice programs.

a. Advocates. The Beacon Police Department currently works with a member of the Dutchess County Domestic Abuse Response Team (“DART”), who is co-housed in the Department. This individual is an advocate for victims of domestic violence and sexual crimes who coordinates services and resources for victims. Additionally, to reduce recidivism among individuals living with mental illness and to minimize their involvement in the criminal justice system, the Beacon Police Department is in the process of partnering with Mental Health America of Dutchess

County to provide an Intensive Case Manager. This case manager will help to address mental health crises in progress by being available to respond with officers and will provide accessibility and connection to professional services and programs for those in need. This case manager will be available on a full-time basis and be co-housed in the police department. This will also help to address the often-repeated need expressed by those in the community for easy access to mental health services, many of which are based in Poughkeepsie, such as the county's Stabilization Center.

b. Law Enforcement Assisted Diversion. The Beacon Police Department, along with the City of Poughkeepsie Police Department, is currently exploring the implementation of a Law Enforcement Assisted Diversion ("LEAD") program through the Dutchess County Department of Behavioral and Community Health. Such a program would have county case managers work with law enforcement to identify those who have frequent contact with law enforcement stemming from needs such as addiction, housing instability, poverty, and/or mental illness. Case managers would then meet these individuals where they are and follow up to assist and encourage these individuals with getting services which could divert them away from the criminal justice system.

c. Mental Health Court Hub. The City is working with the Beacon City Court, the Dutchess County District Attorney's Office, and the Dutchess County Public Defender's Office to try to make Beacon City Court the site of a mental health court hub for the area. In Mental Health Courts ("MHCs"), eligible defendants are those living with a mental illness related to their current criminal justice involvement and whose participation would not create an increased risk to public safety. Being a hub would help Beacon expand protocols to refer individuals in need of mental health treatment so they can begin individualized treatment programs and have access to support services to ensure they do things such as take prescribed medication and receive transportation to appointments. MHCs also help with broader aims such as reducing recidivism and the frequency of police contacts for those living with mental illness and reducing the length of incarceration for those individuals for whom community-based treatment is more appropriate. MHCs provide judges with the ability and means to make more informed decisions by equipping them with the tools for more accurate assessments and making connections with appropriate treatment options. MHCs would help reverse the "criminalization" of mental illness, in which the behaviors associated with or caused by mental illness result in repeated contact with the criminal justice system.

d. Restorative Justice. As a matter of public policy, the City of Beacon is committed to the concept of restorative justice where it can be used as an alternative to traditional, punitive approaches to the criminal justice system. By bringing those together who commit criminal acts and those affected by them, restorative justice helps repair a community, address specific harms done, and strengthens bonds among people. The City, on its own, cannot implement these programs as it does not control this area of the justice system, but it will use its collective voice to advocate with the New York State Unified Court System, the Dutchess County District Attorney's Office, the Dutchess County Public Defender's Office, and the Dutchess County Office of Probation and Community Corrections to utilize restorative justice whenever available

and appropriate. Some restorative justice services already offered by Probation and Community Corrections include: Empathy/ Letter of Apology Workshops, Community Service, Teen Intervene, Interactive Journaling and Decision Points. The Mediation Center of Dutchess County also has a Restorative Justice Initiative that the City will investigate and consider.

4. Communications and Representation

Members of the public and the Beacon Police Department have expressed widespread interest in increasing communication and building relationships between residents and the Police. Throughout the past year and during the Committee's discussions and investigations, the idea of setting up forums and structures to connect officers with residents in multiple ways was highlighted repeatedly as something the City should prioritize for implementation. In order to increase opportunities for regular communication between the community and Police, the City should focus on the alternatives below.

a. Regular Community Meetings. The Beacon Police Department, local community leaders, and City officials should work together to hold quarterly public meetings with community members for the purpose of seeking input on policing practices, community needs, and desired structural reforms. These meetings should prioritize access to segments of the community historically impacted by disproportionate policing and will be held at locations and times recommended by residents to maximize opportunities for participation. The Committee stressed that the Police should work with local organizations to build new partnerships between the community and Police. The City of Beacon has a wide range of civic, social, and faith-based groups, and these should be engaged by the Beacon Police Department and City officials for assistance with these meetings, including scheduling, setting agendas, or hosting these meetings. Meeting spaces should be in locations where groups and communities already gather, including historically Black and Latinx churches, the Howland Library, and other businesses and community facilities used by local organizations.

b. Police Advisory Committee/Procedural Justice Committee. The City of Beacon should examine ways in which to provide community review and advice for the Beacon Police Department, e.g., the creation of a Police Advisory/ Procedural Justice Committee. Such a group would be focused on making recommendations for the development of equitable policing practices and strategies. It could examine traffic stop, arrest, and other Police related data as well as community policing practices and community input in making these recommendations. Additionally, input from the committee could be sought before any policy or procedure changes in the Beacon Police Department that would substantially impact members of the community, unless such policy or procedure change is mandated to be enacted by law or New York State Accreditation Standards, or where publicization of the policy or procedure could interfere with effective enforcement of the law or endanger an individual. Examples of policies and procedures where input could be sought include, but are not limited to, the Use of Force Policy and the Vehicle Pursuits Policy. In doing so, these policies and procedures should be analyzed for potential disparate impacts and biases. Such a group could also assist the police department in identifying areas of community need and formulating ideas and making recommendations to

the City for how initiatives such as environmental design could help improve overall community safety.

5. Incorporation of Police Officer Experiences and Recommendations

Around the country, reforms falter without buy-in from police rank and file. Integral to Beacon's reform will, therefore, be ongoing incorporation of officers' experiences and recommendations.

a. Police Surveys. As part of the Committee's efforts in researching and producing this report and with support from the Beacon Police Benevolent Association ("PBA"), an anonymous survey of Beacon Police Department officers was conducted. Nearly two-thirds of the officers responded to the survey, the compiled answers to which are attached in Appendix 3. The survey asked two questions. The first asked, "What are your experiences in Beacon with police community relations?" The second asked, "What recommendations do you have to improve them?" Officers widely reported feeling very positively about their interactions with the community and expressed appreciation for support and cooperation from the community. At the same time, nearly every officer pointed to three major areas for improvement within the Beacon Police Department. These top concerns related to the high turn-over rate of officers, the lack of available opportunities for advancement or specialization within the Department, and the inability to engage in community policing due to insufficient staffing levels. The Department will institute yearly surveys to gather feedback from its members and track progress on metrics, such as job satisfaction and community relations.

b. Police Retention. The high rate of turn-over was also a concern for many community stakeholders who agreed with officers' assessment that good community policing required recruiting and retaining quality officers who wanted to work with the community and who would stay long enough to truly get to know the community they serve. Recommendations from the committee to assist with this include continued expansion of community policing and community relations efforts, expansion of access to high technology, creation of opportunities for specialized assignments, changes to ensure the salary package is more competitive, and enhancements in scheduling flexibility to enable work with the community on issues of interest and concern.

6. Data Collection and Reporting

Collection, analysis, and reporting of police activity data can be useful to evaluate if policing practices are effective, to ensure compliance with the law, and to identify potential biases and disparities in policing. The Committee recommended the City consider the following steps to improve data collection and reporting, including continuation of some current best practices.

a. Analysis of Data. In order to improve accountability and strengthen joint problem solving between the community and the Beacon Police Department, the City should regularly analyze what policing data should be collected and distributed in response to community needs and

desires. The City should conduct an assessment of its existing data collection and determine what data should be made available to the public.

The Beacon Police Department should continue to expand its collection and making public of data about various Police responses. These might include, but are not limited to, the following:

- Number and disposition of civilian complaints;
- Traffic stop data such the location of the stop, the perceived race/ethnicity of the person stopped, the outcome of the stop and the officer's ID;
- Arrest data such as race/ethnicity of the person arrested and whether the arrest was based on proactive officer activity, a call, or complaint from the public, or a warrant issued by a court;
- Use of force data such as information on number of incidents, number to be found out of policy and information about the time, location, type of event, type of force, injuries sustained to the suspects and officers, and demographic information about the suspects and officers.

The Beacon Police Department currently participates in the New York State Use of Force reporting system, as required by State law, and the Department will participate in the National Use of Force Data Collection.

b. Continued Use of Body Cameras. As noted earlier in this plan, the Beacon Police Department currently requires use of body cameras for all patrol officers along with in-car camera systems. The Committee viewed the use of such cameras as an important measure to protect both the public and the officers and recommended that the City continue to fund and provide this technology.

c. Information Access. The Committee recommended that increased availability of information concerning Police activities and policies were important to the community. As noted previously, the Beacon Police Department already posts a daily blotter to the City website along with its Use of Force Policy. The Department recently started, and will continue to use, social media as a means of communicating with and updating the public on crime trends and areas of public concern and to share information about the Department. As detailed above in *Analysis of Data*, the City will start to make additional information available to the extent that such information does not interfere with the effective enforcement of the law or endanger an individual.

The City and Department will consider other data and information that might be made available. As previously noted, the Department is already considering the release of more detailed traffic stop information, since that is often one of the most common causes for interaction between the Police and community. Additional information such as public aggregate data about the number and disposition of public complaints and use of force will also be considered. Information should be posted and/or shared in a timely manner.

7. A Police Department Reflecting Beacon's Diversity

While relatively diverse in comparison to many other local police departments, only a small percentage of the Beacon Police Department is made up of Black, Latinx, or female officers despite efforts to recruit more diverse candidates. There is a strong consensus among members of the community, City officials, and the Beacon Police Department leadership that the Department needs to continue to prioritize diversifying its workforce. That important goal is often hindered by resistance among minority groups to apply for policing jobs, obstacles toward applicants completing the civil service exam, budgeting limits on new hiring, and competition with other police agencies offering higher salaries and benefits packages.

a. Civil Service Exam. One barrier to diversifying the Beacon Police Department and other law enforcement agencies is the New York State Civil Service system, which requires an exam in order to qualify to be a police officer. Those exams are only offered periodically, sometimes with several years between tests, and many potential candidates simply do not know the process for preparing and taking these critical exams. When considering the hiring of new applicants, the City is required to adhere to the “Rule of Three” under which only the top three scorers on an exam (or more for the top scoring cohort) can be canvassed for the position. Many rightfully argue that the exam process has created a barrier to increasing the racial and gender diversity of law enforcement agencies and other public departments. In 2014, the Beacon Police Department offered a comprehensive tutorial program for the Civil Service exam in conjunction with Dutchess County Equal Employment Opportunity. Unfortunately, this program was ended by the County. The City and Department will explore the potential of re-instituting these tutorials with Dutchess County and making sure they are available to people of all backgrounds. Additionally, exam preparation is available through a collaborative between the Dutchess and Ulster County Sheriff’s Offices and SUNY Ulster. When these classes take place, the City will use its available means to advertise them, particularly in communities of color and low-income areas. Finally, to help increase access to policing jobs, Dutchess County has removed the requirement for candidates to possess sixty college credits before they can take the Police Officer exam. This has now been shifted to require that applicants receive the sixty credits within five years of the start of their employment. The Dutchess County Police Academy would satisfy thirty of those credits through SUNY Dutchess. The Beacon Police Department will attempt to work with SUNY Dutchess to allow additional in-service training to be applied as credits as well. The City should consider programs such as tuition matching or reimbursement to support officers in obtaining these credits.

b. Recruitment and Access. The Beacon Police Department will consider other initiatives to help attract a more diverse candidate pool. The addition of a stipend paid to officers fluent in needed foreign languages like Spanish would also help to increase diversity within the Department and could also be considered in upcoming negotiations between the City and PBA. The Department will also explore the viability of creating a cadet program for young people in the community. It will also work with the City’s Human Resources Director and the Dutchess County Equal Employment Opportunity and Inclusion Officer to ensure that all available means for recruiting from diverse populations are explored, and there is sufficient support for new hires to ensure their success. In addition to increasing the racial and ethnic diversity of the Department, the City will consider all available alternatives for increasing the gender balance of

the Department. Available data strongly suggested that increasing the presence of women in law enforcement agencies can reduce the use of force in those agencies.¹⁰

8. Police Structure and Patrols

Throughout the world, the implementation of community safety plans that create greater community-police trust often begin with an examination of, and possible restructuring of, the police force, itself. If police officers are over-stretched, assigned exclusively to vehicle patrol, and have few opportunities to interact with community members, then community safety plans cannot work. In order to address these problems, the Beacon Police Department has expressed a strong desire to make its focus on community policing and providing opportunities for officers to interact with the public in non-enforcement scenarios. The Department has already realigned its traffic enforcement methods to focus on localized community complaints, rather than casting a wide net and making it the primary focus of proactive patrols. Appendix 4 of this report is a description of the current structure and staffing of the Beacon Police Department.

a. Community Policing Projects. The Beacon Police Department has interest in conducting and expanding community policing, but it often does not have sufficient staffing to cover required duties while dedicating officers to such efforts, such as walking Main Street, at least as current duties are required and staffed. There are currently at least six vacant positions in the Department, and most shifts are staffed to the contractual minimum, which limits opportunities for community policing. As staffing levels allow or duties are reconsidered, the Department will consider assigning an officer to foot and bicycle patrols. Such patrols would focus primarily on Main Street but may also include neighborhoods and areas of the City with high population density and foot traffic, such as Beacon's apartment complexes. The intention of these patrols is for officers to make personal connections with members of the community, to learn about and report community concerns or problems to Department leadership, and when possible, to try to find ways to address these concerns or problems before enforcement action is necessary. It is important to note that the goal of this type of community policing is not to issue high volumes of summonses or make high volumes of arrests or stops for minor infractions or violations. It is instead to try to get to know people in the community and address their concerns by other means where possible. In the meantime, the Department is assigning officers to utilize available time to conduct foot patrols.

b. Evaluating Officers. Traditionally, police officers have been evaluated by their superiors and compared to their peers based on numbers such as numbers of traffic stops and arrests made. While this creates a verifiable method of measuring officer activity, it fails to account for the potential community pitfalls of over-policing. It also ignores and undermines the benefits of relationship and community building between police and the community. Police departments made up of officers who are known to, and trusted by, communities are more effective at solving crimes because they gain the cooperation of those affected. The Beacon Police

¹⁰ <https://www.ojp.gov/library/abstracts/women-police-use-force-and-against-female-officers>

Department will work with the City administration and public to formulate objective evaluation methods that account for a police officers' work in relationship and community building.

9. Accountability

Accountability for misconduct and thorough and fair investigations of alleged misconduct are centerpieces for community safety, individual rights, and community policing. Changes to oversight, discipline and internal investigation systems can be complex and require agreements between multiple parties, including labor unions, and may even require changes to the City Charter, but increasing accountability should be explored by the City and the Department. Some of the steps discussed in earlier sections- such as the use of body and in-car cameras- should be continued while other initiatives should be considered.

a. Oversight and Accountability. As noted previously, the City of Beacon should explore building a community advisory process. In addition to creating a more structured format for community/ police communication, the City should ensure there is a community involvement in accepting and reviewing complaints, subject to existing disciplinary processes under Civil Service and collective bargaining agreements. While some on the Committee suggested using the City's Human Resource Committee ("HRC") in this regard, the current City Charter does not provide for this type of oversight responsibility by the HRC. Data from the Bureau of Justice Statistics Law Enforcement Management and Administration Statistics ("LEMAS") shows that complaints are more likely to be accepted and acted upon in agencies with a civilian oversight body. It would be important to ensure that such oversight requires training to understand police procedures and the laws that govern police conduct.

b. Complaint System Enhancements. The City and Department should review and as appropriate refine the Department's complaint procedures with involvement of a community advisory process. The goal of such a review to ensure that such complaints can be submitted through multiple means, which is already the case but potentially could be expanded or made easier. The City is already working towards providing the Complaint Form in Spanish, and this should be prioritized. Information on how to file a complaint should be available in many forms and places (e.g., the police station, court, schools, the City of Beacon website, etc.) and should be made available in multiple languages and in locations compliant with the Americans with Disabilities Act.

c. Internal Accountability. The Beacon Police Department will review and if necessary, revise its proceeds for internal accountability. As noted previously, the Department's Use of Force policy requires officers to report use of force by other officers and intervene in situations in which policies are violated. Such peer intervention is an important accountability measure. The Department will review its policies to see if expansion to cover other violations is in order. The City already has a Whistleblower Policy to protect employees reporting misconduct or unethical behavior, and the Department will review said policy to ensure it fully covers situations impacting its officers.

10. Youth Security, Education and Policing

Issues around youth are among the most concerning when it comes to safety, security, and the criminal justice system. Despite the City's growth, a frequent desire raised among residents is wanting additional activities and gathering places for youth and a concern that this may lead to unnecessary contacts with law enforcement. There is a good range of sporting and outdoor spaces, but they are dependent on the weather and limited to recreational activities. The recommendations made here – while beyond the scope of police and public safety review – are intended to provide new spaces for Beacon's youth that strengthen their security, widen their opportunities, and help them to learn about the operations of the criminal justice system.

a. Police Athletic League. One of the most common recommendations from community members, youth, and members of the Beacon Police Department members is the creation of an athletic league that brings together officers and teens. The City will encourage partnership between the Recreation Department and members of the Department to form such an organization, possibly for basketball, tennis, or other sports.

b. Internship Programs. The Beacon Police Department currently has an internship program for college students studying criminal justice. The Beacon City School District superintendent participated in this process and agreed that the District should work toward the creation of an internship program for High School Students to work with criminal justice or other community safety programs such as policing and criminal justice agencies, non-governmental agencies or social work. The Beacon Police Department has indicated it would be a willing participant in such a program.

c. Age-Specific Programs. A long-term goal for improving community safety is to have young people become more engaged members of the community and to increase Beacon resident participation in the Beacon Police Department. Programs that could be utilized to accomplish this are the Officer Phil program for elementary school-aged children and the Get Home Safely program, which educates youth about their rights and responsibilities as community members with tips on how to stay out of trouble and interact with the police. Additionally, if the school district is amenable, Beacon Police Department members and leadership could engage with students in open conversations about issues of policing and public safety in Beacon.

d. Summer Youth Police Academy. Pending improvement in COVID-19 conditions, the Beacon Police Department will reinstitute the Beacon Youth Police Academy ("BYPA"). Each year from 2015 to 2019, the BYPA provided a five-day program for approximately twenty students from very diverse backgrounds, entering grades 9-12. The program was designed to give youth an intensive, hands-on experience learning about criminal justice and interacting with the police.

This program provides many contributions: it helps educate students about the criminal justice system, opens up their consideration for careers in criminal justice, strengthens their critical thinking about public policy, and improves their personal relationships with police and other officials. In addition to in-person classroom time and hands-on experience, the BYPA included

several fieldtrips. Students were given opportunities, including: observed a live court session, followed by a tour and Q&A with staff; toured a correctional facility; met with FBI agents and lawyers; and spent a full day at a law enforcement training facility for interactive police simulations.

e. Youth Training. The Beacon Police Department sends its detectives, the primary members working with juveniles, to two separate week-long Juvenile Officer's trainings hosted by the New York State Juvenile Officer's Association. There they receive specialized training on specific laws and issues facing juveniles and the differences between the adult and juvenile justice systems. Additionally, the Beacon Police Department works closely with the Child Advocacy Center to address issues of, and conduct investigations into, child abuse.

f. Community Center. Although not specifically a police reform, at the center of community safety is youth well-being. To help provide for it, community stakeholders expressed a strong desire to advance the City's plan to establish a community youth center. This would be a place to house many of the initiatives proposed above: give youth their own space for art, theater and other activities; provide much-needed services like academic tutoring; and prevent the "crimes of opportunity" that arise when youth have little else to do. Stakeholders cited that there is a great need to provide a safe, inviting, and diverse space for youth who lack structure during non-school hours, during which they are often the subject of calls to police for loitering and disorderly groups. This absence adds greatly to family financial and mental stress and imperils the city's socio-economic viability. As stressed above, Beacon's most powerful asset is its social capital, and a youth community center would be a place to bring together and apply our wealth of talent, energy, and experience toward our collective security and future well-being. The City will be taking a first step towards considering this potential new center by conducting a comprehensive recreational needs assessment, which the Beacon City Council funded in the 2021 Operational Budget. This assessment will inventory existing facilities and services and work with the community to identify gaps.

APPENDIX 1: RESOLUTION NO. 127 OF 2020

CITY OF BEACON

CITY COUNCIL

RESOLUTION NO. 127 OF 2020

RESOLUTION ANNOUNCING CITY COUNCIL'S ACTION

PLAN FOR EVALUATION AND RETHINKING

OF COMMUNITY PUBLIC SAFETY SERVICES

WHEREAS, our City, State and Country has been presented with a watershed moment to reconsider and reevaluate the public safety services provided to City residents, including to people of color; and

WHEREAS, the City Council has received and sought public comments at a community forum, comments at City Council meetings, individual emails and in discussions with constituents, the City Administrator, the Police Department, among Council members and from groups representing residents engaged on these topics; and

WHEREAS, the City Council recognizes the current environment is the product of years of past history; that change is a process both urgent and ongoing, and that the City has an obligation to engage with the public and police department to address these concerns; and

WHEREAS, it is the intent of the City Council to examine public concerns and existing public safety practices, and evaluate and implement measures to improve the City's providing of these services to its residents; and

WHEREAS, the City Council recognizes certain basic foundational elements that inform its review and the public discussion; and

WHEREAS, Black lives matter; and

WHEREAS, Brown lives matter, LGBTQ+ lives matter, indigenous lives matter, immigrant and undocumented people's lives matter, Muslim lives matter, the lives of people with disabilities matter, poor people's lives matter, all oppressed peoples' lives matter; and

WHEREAS, all lives matter, including the lives of police officers and white people, but historically and currently, generally and with exceptions these have been the lives prioritized by society's institutions, and the recent and historical deaths of black people nationally and

violence against black and other oppressed people make it essential to state that such violence is completely unacceptable and the lives affected by that violence matter; and

WHEREAS, racial tensions and tensions between police and the community exist in Beacon as they do anywhere else in the nation, and there is therefore a need to improve systems of policing, as well as systems of care and community trust; and

WHEREAS, there exists an opportunity to further support Beacon's police officers through the stresses and responsibilities of their roles; and

WHEREAS, the people of Beacon deserve to have the most highly and appropriately qualified individuals responding immediately to their emergencies.

NOW THEREFORE, BE IT RESOLVED that the Council requests the Mayor direct the new Chief of Police to begin their tenure with a thorough review of police training, culminating in a data-driven set of recommendations for improving police training and measuring the benefits.

BE IT FURTHER RESOLVED that the Council also requests the Mayor direct the new Police Chief to examine the City's existing policy on psychological supportive care and testing for police officers and make recommendations, given the stresses inherent in the profession of policing, for periodic counseling and testing during an officer's period of employment.

BE IT FURTHER RESOLVED the Council requests the Mayor direct the City's Human Resource Director to create a multi-year plan for implicit bias training for all City of Beacon staff, including police.

BE IT FURTHER RESOLVED that the Council will review with the Police Chief and City Administrator the types of emergency and other calls to the Police Department to assess what type of skills and experience are required to best respond to these calls.

BE IT FURTHER RESOLVED that the Council requests the Mayor to have the Police Chief and City Administrator examine this information and present a report to the Council on options - including those specifically requested by the Council - to explore deploying alternative responders for nonviolent, noncriminal calls and activities that do not require police training.

BE IT FURTHER RESOLVED that the Council requests the Mayor to have the Police Chief and City Administrator to examine and prepare a report on the City's existing disciplinary policy or procedure for police misconduct, appropriate Local, State and Federal statutes and the process by which civilians and other officers may file complaints about specific incidents, and how such complaints are handled after they are received. The report shall study the incidents of and discipline for excessive use of force, racial bias, and/or harassment and related matters. The Council may recommend improvements in the existing

policies and the existing processes to file and handle complaints, so as to establish strong policies against misbehavior to ensure that our residents can be guaranteed that the police officers serving them are each trustworthy individuals.

BE IT FURTHER RESOLVED that the Council will review existing policies and practices regarding oversight of the police system to ensure: (i) it is transparent, community-involved, and trained to be able to handle their charge; (ii) guarantees that all police working within the City's police department are held accountable to best conduct; (iii) allows for whistleblowers within the police department to share any specific concerns they may have; and (iv) includes a process by which the public can express their policing concerns.

BE IT FURTHER RESOLVED that the Council requests that the Mayor have the Police Chief and City Administrator review existing policies related to use of force in light of recent legal changes, and report to the Council regarding any improvements needed.

BE IT FURTHER RESOLVED that the Council requests that the Mayor have the Police Chief and City Administrator examine and prepare a report on the City's existing weapons (lethal and non-lethal), including noting which are in use, which are required, and which are not in use, as well as the City's existing weapons purchasing policy. The Council may make recommendations including limiting certain types of weapons and other equipment.

BE IT FURTHER RESOLVED that the Council will strengthen Beacon's municipal support for social services, such as mental health services, child care, community assets, digital equity, and food and housing support.

BE IT FURTHER RESOLVED that the Council will, as a part of the annual budget process, consider the multi-year budget implications of all of the above with the intention to redirect cost savings toward community investments.

BE IT FURTHER RESOLVED that the Council considers the above the minimum and start of the work the City must do to advance safety, justice, and the needs of people of color, low-income neighborhoods, and other vulnerable and oppressed members of the Beacon community.

BE IT FURTHER RESOLVED, that these and other actions are intended in part to comply with Governor Cuomo's Executive Order 203, New York State Police Reform and Reinvention Collaborative, issued June 12, 2020.

BE IT FURTHER RESOLVED, the Police Chief and City Administrator will provide reports to the council on the above steps when requested and the Council shall review, revise and supplement this Action Plan periodically.

BE IT FURTHER RESOLVED, as the community discussion continues and evolves additional actions will be taken by the Council and Mayor.

Resolution No. 127 of 2020

Date: August 17, 2020

Amendments

2/3 Required

Not on roll call.

On roll call

3/4 Required

Motion	Second	Council Member	Yes	No	Abstain	Reason	Absent
		Terry Nelson	x				
	x	Jodi McCredo	x				
		George Mansfield	x				
		Amber Grant	x				
x		Air Rhodes	x				
		Dan Aymar-Blair	x				
		Mayor Lee Kyriacou	x				
		Motion Carried	x				

APPENDIX 2: COMPARISON OF PER CAPITA POLICE SPENDING IN HUDSON VALLEY CITIES

Police Spend - Downstate Cities		1998	2003	2008	2013	2018	2018
City	County	Rank PC	Per Capita				
City of Beacon	Dutchess	7	7	1	1	1	\$272
City of Newburgh	Orange	5	9	12	3	2	\$308
City of Mount Vernon	Westchester	3	2	2	6	3	\$308
City of Kingston	Ulster	6	4	4	2	4	\$335
City of Peekskill	Westchester	10	8	10	7	5	\$342
City of Middletown	Orange	1	1	9	5	6	\$344
City of Glen Cove	Nassau	9	10	6	8	7	\$369
City of Poughkeepsie	Dutchess	11	11	13	10	8	\$371
City of New Rochelle	Westchester	8	6	5	4	9	\$401
City of Long Beach	Nassau	12	13	7	9	10	\$420
City of Rye	Westchester	14	14	11	12	11	\$438
City of Hudson	Columbia	2	5	8	14	12	\$455
City of White Plains	Westchester	15	15	14	15	13	\$460
City of Port Jervis	Orange	4	3	3	11	14	\$469
City of Yonkers	Westchester	13	12	15	13	15	\$524
All Downstate Cities (AVG)							\$420
<i>*Higher Number Values Denote Higher Per Capita Spending</i>							

APPENDIX 3: LIST OF ACCREDITED LAW ENFORCEMENT AGENCIES IN DUTCHESS COUNTY, NY

DUTCHESS COUNTY, NEW YORK												
Municipality	Population	Sq. Miles	Population Density/Sq Mile	Total No. of Patrol Officers	Total No. of FTE Officers	Total No. of PTE Officers	Total No. of SAs.	Total No. of Lt.	Total No. of Cpt.	Chief	Persons Per Officer	
City												
Beacon	14,599	4.74	3,080.0	20	37 (budgeted)	0	8	2	1	1	394.57	
Poughkeepsie	31,045	5.14	6,040.0		90	0			2	1	344.94	
Town												
Amenia												
Beekmantown												
Clinton												
Dover												
East Fishkill	29,409	56.50	513.8	17	26	0	5	2	0	1	1116.54	
Fishkill	20,878	27.34	763.6	25	0	47	10	3	0	1	444.21	
Hyde Park	21,571	36.66	588.4	14	16	5	4	1	0	1	1027.19	
La Grange												
Milan												
North East												
Pawling												
Pine Plains	2,473	31.17	79.34									
Pleasant Valley												
Poughkeepsie	44,090	28.51	1,546.5	46	84	0	11	5	2	1	524.88	
Red Hook												
Rhinebeck												
Stanford												
Union Vale												
Wappinger												
Washington												
Village												
Fishkill	2171	0.84	2,584.5	19	0	25	4	2	0	Com	86.84	
Millbrook	1,452	1.92	756.3			7(?)					207.43(?)	
Millerton	958	0.60	1,596.7									
Pawling												
Red Hook	1,961	1.07	1,832.7									
Rhinebeck	2,657	1.53	1,736.6			14(?)					189.79(?)	
Trottl												
Wappingers Falls	5,522	1.11	4,983.8	19*	5	17	2	2	0	Com	251*	

* Village of Wappingers does not have a set budgeted number of part time officers. They are authorized to hire as many or few part time officers as needed to cover their hours.

Municipalities with police departments accredited by the New York Division of Criminal Justice Services.

Municipalities with police departments.

- Only the City of Beacon, City of Poughkeepsie and Town of Poughkeepsie handle all calls for service in their jurisdiction. All other municipalities also have the Dutchess County Sheriff's Office and NY State Police also patrolling and responding to calls for service.
- The City of Poughkeepsie did not provide specific rank data but it is known that they have two Captains and one Chief.
- No response was received from Pine Plains, Millbrook, Millerton, Red Hook and Rhinebeck but Millbrook and Rhinebeck appear to list their officers on their websites so that number was used but may not be accurate.
- Villages of Fishkill and Village of Wappingers have Police Commissioners rather than Police Chiefs.

APPENDIX 4: BEACON POLICE DEPARTMENT STRUCTURE, STAFFING AND PATROLS

The Beacon Police Department is budgeted for 37 sworn members, two civilian secretaries and one full-time dispatcher. It is broken into 3 general divisions, which are Administration, the Detective Bureau and Patrol. The Department provides 24-hour policing and investigative services to the City.

PATROL

The largest division is the patrol division. It is budgeted for 20 patrol officers and 7 sergeants. Currently, due to open positions, there are 15 officers assigned to the patrol division and 7 sergeants. Patrol members are divided into 4 squads. Of those, 3 squads rotate to cover the day and evening shifts (8AM to 4PM and 4PM to 12AM, respectively). Day and evening members of the patrol division work a contractual 4-day on, 2-day off rotating schedule. A squad, therefore, will work four day shifts, be off for two days and return to work 4 evening shifts and then be off for two days and so on. The midnight shift works a little bit differently because contractually members working steady midnights work 4 days on, 2 days off, 4 days on, 3 days off. Day and evening squads, if at full complement, would consist of five to six patrol officers and one sergeant (absent members using time off). This would allow permanent assignment of beat officers who would be responsible for walking or bicycling Main St. as well as other areas of high population concentration for the purpose of conducting community relations, making the department more accessible to the community and conducting enforcement if necessary. Currently, due to open positions, we are running the contractual minimum of three patrol officers and one sergeant on nearly every shift. (One shift has two sergeants but the second sergeant is assigned to the most senior sergeant's squad and counts as a patrol officer in order to minimize more costly sergeant overtime.) The midnight shift is currently staffed by 5 patrol officers and three sergeants (one out on long term disability). This is because of the need to cover all days of the week with one group of steadily assigned members and the different schedule (in other words, they don't all work at once). Presently the midnight shift also has a sergeant and three patrol officers, though sometimes it is two sergeants and two patrol officers (again necessitated by the 4/2, 4/3 rotation schedule). At full complement there would be a total of 6 patrol officers and 3 sergeants assigned to the steady midnight shift. This would give either 3 or 4 patrol officers and 2 sergeants on each shift. The two sergeants are assigned to limit costly supervisor overtime.

The 24/7 need to staff the desk at police HQ in order to answer telephones, radios, monitor surrounding radio frequencies, input data into the computer system, maintain warrant files, address walk-ins, dispatch officers to calls, etc., means that currently on nearly all shifts other than week-day, day shifts where a dispatcher fills this roll, the department deploys two patrol officers and a sergeant to answer and respond to all calls/requests for service, complete all reports of crimes and incidents, complete full investigations of minor crimes, conduct traffic enforcement and patrol as well as high visibility patrol, complete community relations, etc. The

sergeant is responsible for supervising the patrol officers, ensuring that they are completing these tasks in a timely and professional manner by reviewing all reports and approving or returning them for correction, reviewing the work of patrol officers by responding to calls and directly observing or reviewing body and in-car camera footage and performing the function of a patrol officer when needed. Due to the size of the department and the significant administrative requirements placed on every police department, each sergeant also has an area of administrative assignment. This includes traffic administration, corrections law monitoring and compliance, exposure reporting, first aid coordination and impounds.

DETECTIVE DIVISION

The Detective Division is staffed by five detectives and one detective sergeant. Four detectives are assigned to handle investigations and follow up on all cases requiring significant follow up as well as all felony offenses. They are also the department's crime scene investigators / technicians so they handle the processing and collection of evidence at crime scenes. They are also tasked with handling all cases involving juveniles, adolescent offenders, child abuse and sexual crimes. They maintain the sex offender database, ensure compliance from registered offenders, maintain the department's evidence system, collect and turn over all material required by the newly enacted state evidence discovery laws, ensure timely follow up on court issued warrants and liaison with the school district to address safety concerns in the schools such as threats made on social media, etc. The detectives are also responsible for conducting pre-employment background investigations, background checks for the Beacon Housing Authority, collecting DNA samples from those required to provide them post-conviction and participating in the Dutchess County Field Intelligence Group. There is a fifth detective assigned to the Dutchess County Drug Task Force. The task force focuses on the distribution side of drug enforcement throughout the county, pursuing those selling felony amounts of drugs as well as pursuing prosecutions against drug dealers who are associated with overdose deaths. The task force detective also monitors all drug overdose occurrences in the city. Detectives work a rotating schedule on weekdays (one set of 8AM to 4PM shifts, followed by a set of 3PM to 11PM shifts) One detective is always on call for incidents on weekends, after hours or if more detectives are needed to respond to an incident.

ADMINISTRATION

The administration is made up of the Chief, the Captain (currently unfilled) and the two uniformed Lieutenants.

The responsibilities of the uniformed Lieutenants include supervising all of the uniformed Sergeants, maintaining and overseeing the department's computerized record management system, maintaining statistics for the patrol division, managing the department's NY State Accreditation, managing the department's accountability systems such as the body worn cameras, in-car cameras and the department's telephone and radio recording system. They are also responsible for fleet maintenance and management, patrol scheduling, coordination of the

patrol division with other city services such as DPW, event and parade planning and liaising with District Attorney's Office on matters involving the patrol division. The uniformed Lieutenants are responsible for designing and implementing changes to department procedure in order to comply with changing laws and practices such as bail/discovery reform, juvenile justice reform, etc., coordinating the Dutchess County domestic violence advocate and review of all use of force incidents. The Uniformed Lieutenants work weekdays, opposite of each other and rotate between the day shift and evening shift every week. They also cover as the patrol supervisor during their regular shift if the sergeant is off for vacation, sick or personal time.

The Captain is responsible for grant management, all internal affairs functions such as investigating and following up on personnel complaints from the public, internal discipline issues and making recommendations to the Chief of Police on those items. The Captain is responsible for coordinating and supervising the hiring of staff and working with civil service on those items, policy development and implementation, training coordination and assisting the Chief of Police by participating in any assigned committees, special projects, etc. The Captain supervises the work of the Uniformed Lieutenants and Detective Sergeant and participates in labor relations and negotiations with the bargaining unit. The Chief of Police is responsible for overseeing all personnel and department activity, ensuring the department is responsive to community needs, reporting the activities of the department to the City Administrator, preparing and maintaining the department's budget, discipline of department members, evaluation of department programs, policies and procedures, assignment and promotion of department members, giving the final decision on all hiring and participating in labor relations and negotiations with the bargaining unit. The Captain and Chief of Police generally work weekday, day shifts but as non-union management employees they are required to flex their schedule or work additional hours to meet the needs of the department.

CIVILIAN STAFF

The department employs two civilian secretaries and one dispatcher. One secretary is assigned to the detective division and chief of police. That secretary is responsible for managing department records, processing purchasing requests, maintaining the inventory of non-critical department property (office supplies, etc.), merging of files in the department's computerized record management system and maintaining the system by which taxi cabs are registered. The other secretary is assigned to be the juvenile secretary and also handles processing and compliance with most FOIL requests, maintaining and issuing handicapped parking permits and maintaining the inventory of non-critical department property for designated the juvenile area. The dispatcher handles the dispatching function which is described above. All civilian staff work the day shift on weekdays.

NON-STAFF WORKING AT THE BEACON POLICE DEPARTMENT

Dutchess County assigns a victim's advocate to be co-housed in the police department. The victim's advocate is not an employee of the police department and primarily advocates for

victims of domestic violence and sexual crimes. The advocate coordinates and follows up to provide services and resources for those victims. The department will also soon, co-house a civilian mental health worker who will coordinate mental health services for those who come into contact with the police department as well as respond to some calls for service for people in mental health crisis.

FUTURE STRUCTURAL GOALS

Community Policing- When staffing allows the department intends to start assigning members on a continuous basis to complete foot and bicycle patrols with the primary intention of having those officers make connections with those in the community, to learn about and report to the administration any community concerns or problems and to address those problems, if possible, before enforcement action is needed. These patrols would take place on Main Street as well as other areas high population concentration. It is important to note that the goal of this type of community policing would not be to issue tickets or make arrests for minor infractions, particularly if community concerns in those areas can be addressed through other means. The department has already started to shift toward community-based policing by realigning the department's traffic enforcement efforts to concentrate on areas where there are specific community complaints, rather than casting a wide net and making it the primary focus of proactive patrols. The department would also do well to have input from the public on how to objectively assess officer performance in the area of community relations and policing in order to shift away from "numbers based" evaluation methods.

Law Enforcement Assisted Diversion- The department, as well as the City of Poughkeepsie Police Department is currently working with the Dutchess County Department of Behavioral and Community Health on starting a program for Law Enforcement Assisted Diversion. The goal of such a program would be for department members to work with case managers to identify and introduce people who are frequent subjects of police calls due, primarily to unmet needs in the areas of mental health, addiction or homelessness.

Needs Assessment- The department would benefit from a community safety needs assessment that is not only comprehensive but also ongoing and directed in a manner so that it addresses differences in the needs of different communities or neighborhoods so that areas of focus for officers patrolling those communities are tailored to those needs. This can be done through community surveys, community meetings and the aforementioned officers conducting community relations and bringing back what they learn from conversations with residents.

Scheduling- Much of the current structure and staffing is contractual or derived from other labor agreements. At current levels it is pretty minimal, allowing the department's patrol division to safely respond to, for example, one domestic incident and one other minor incident such as a car accident that does not require any traffic control, at the same time on most shifts using best practices for dispatch.

APPENDIX 5: BEACON POLICE DEPARTMENT STAFF SURVEY

February 2, 2021 Survey Questions and Results:

QUESTION 1: Please tell us about your experiences and recommendations regarding the relationships and contacts between Beacon Police officers and citizens in Beacon.

1. My experience is great. I love the Beacon Police.
2. My experience and interaction with the Beacon Police Department and its officers has been courteous and professional.
3. Any and all of the experiences I have had with the Beacon Police have been professional, courteous, helpful, and extremely fair. I believe that police officers have a hard job to do and that we should be thankful for them and what they do, because few people are willing to. Every officer I've had dealings with has always gone out of their way to help me and I could not be more appreciative.
4. I believe we should have a dedicated Main St officer /PR/PARKING/ETC...
5. The Beacon PD is a progressive police department and has had progressive policies in place before NYS required all police departments to have.
6. I believe that we have an overwhelming amount of positive interactions with the general public. It would be nice to have more resources to dedicate just to community policing. I feel our short staffing limits our ability to engage the public at times.
7. Experiences- for the overwhelming majority of interactions, the citizens appreciate our presence and assistance. We have a good working relationship with the residents and business owners based on a mutual respect. Recommendations- when addressing concerns or complaints involving officers, asking questions about the incident and gathering the facts of the circumstance is paramount to understanding objectively.
8. Any police officer's experiences and relationships with the public are mixed. On one side the police are viewed as protectors and people you trust to help you out when you need it, without question. The other side you have people who have a negative view of the police because the interactions they have with us are at their most negative times in their lives. Therefore, they can only view the police as being around in the negative aspect. It has been my experience here in Beacon that the majority of the public trusts us and there is a mutual respect. However, over the past year there has been a small group of people, who have taken a legitimate movement to vilify any and all police officers with no facts to back up allegations of wrong doing by the members of this department. This group has influenced others in the community, creating a narrative and attitude that has made our job more difficult, in terms of cooperation.

9. General population of Beacon seems supportive of BPD and its Officers.

10. Relationships and contacts are usually very well, the vast majority like this department and the members since a lot of us grew up here and work in our home town department. I do not recall any negative contact in my ten plus years on this job with talking to citizens and attempting to help victims of crime. Obviously due to the nature of this profession and when mandatory arrests are made not everyone will have a great experience with us and deflect their own mistakes onto us. I do believe when we reach a higher staffing level having the community officer on Main street will be a great asset to Beacon and I have already recommended to fellow officers the need to interact more with citizens to improve police relations.

11. In my experience the relationships and contacts between BPD officer and Citizens in Beacon have been nothing but professional and exceptional considering the atmosphere in the US regarding such topic. BPD officers are from all walks of life, ethnic backgrounds, and show proficiency in building relationships and having good contacts with the citizens of Beacon.

12. Every time I have had contact with the officers of the department it has been professional

13. The unfortunate staffing levels have led to less personal interactions with the BPD officers and citizens. Officers are unable to dedicate time to improving community relations with the public due to the minimal shifts and having to handle the daily call volume. Unfortunately, most time spent with the public is during calls for service and not for being able to go into the community and speak with the general public. The turnover rate and loss of quality officers has hurt BPD with officers not staying with the department long enough to build strong community relations with the citizens of the city. When officers are able to find the time to interact with the public and speak with the citizens the interactions and outcome has had positive feedback and relationships have brought the BPD and community closer

14. I have been employed with the City of Beacon Police Dep for approx. 17 years. Over my years and thousands of contacts with the citizens of Beacon, I feel an overwhelming the city of Beacon supports the police officers that are employed with the city. I have established hundreds of friendships, whether it be by my patrols, Child Car seat events and/or Beacon Youth academy. As any job I feel not everyone is going to like you especially when it comes to police being you usually meet/see people under stressful situations. But I have made many acquaintances with people I have been in contact through those means also. I also feel the short-staffed department does not get a chance to get out and actually do community policing. We have very few officers working per shift to which most of the time they are busy with calls to service, traffic control, walk in complaints etc., and don't have the proper time to get to know Citizens in this city. The turnover margin of officers is also extremely high, which puts stress on officers making meaningful relationships in this city. Overall, I feel our police officers are very respectful and the citizens of Beacon are just as respectful back

15. For the most part, my experiences with interacting with the citizens of Beacon have been positive. Even in situations where I have had to take individuals into custody, many people

leave thanking officers and before COVID-19, even shaking our hands. I believe that the best approach to connect with our community here in Beacon and continue to build positive relationships is to increase the number of soft contacts the police have with the public (i.e. coffee with a cop, foot patrols on community events/Main St.) It is important for people to know that we are human beings too, and not just a uniform carrying a badge and a gun.

16. Throughout my employment at the City of Beacon Police Dept., I have observed professionalism and curtesy by the members of the department. On a daily basis the men and women who work for the department strive to interact with the community on a positive level and always treat the City of Beacon residents with respect. In regards to a recommendation that I believe would make the relationship between the citizens of Beacon and the Police Dept. become even closer together, would be the formation of a Community Policing Unit.

17. The citizens of the City of Beacon have a great deal of respect for the officers working on the streets. Personally, my relationships with citizens are very cordial and inviting and many are left with what seems to be good impressions on the department image. More community events with police interaction would be beneficial for the department and public in terms of getting to know their officers as more than a uniform, but as people too. The turnover rate of Beacon seems to be an issue as many citizens comment on how they do not recognize new officers, and that adaptation of getting to know new officers can be daunting. More transparency in regards to police practices or opportunities to inform the public would be warranted as there are those who demonize the police as a whole with very little understanding or knowledge of the good efforts that Beacon Police puts in for its City, based on media scrutiny.

18. As a Police Officer, I feel that I have had many positive interactions with the community. Anytime I walk on Main St, business owners will come out to talk to us to see how we are doing and address any concerns or problems they may have. While we are walking around community members are able to become familiar with individual Officers and are able to build a working relationship. This allows citizens to feel more comfortable with Beacon Officers in case a future incident arises where they will need our help. Having that personal relationship allows citizens to know that we want to try our best to help, it also allows citizens to feel comfortable enough to speak to us about their problems.

19. My experiences are largely positive, even in enforcement situations. Community policing initiatives could further the positivity.

20. An overwhelming majority of my personal contacts have been positive ones, even in instances where enforcement is implemented. Ignorance is to blame for a majority of bad contacts and relationships between BPD officers and the citizens of Beacon, thankfully BPD officers have outstanding interpersonal skills to deal with such instances.

21. My experience is the general public needs to educate themselves as far as law and law enforcement is concerned. It's quite apparent that far too many people know what they know

from the main stream media which always seems to show the police in a negative light. The medias objective is division in this country and pitting the people against the police is the main factor in this objective

QUESTION 2: Please tell us of any recommendations to improve the approach, structure, or any other aspect of policing in Beacon.

1. Let the police do their jobs
2. My recommendations if any is to put trust and faith within the Beacon Police Department and its associates. Allow officers to conduct their jobs correctly and conduct proper investigations to continue serving Beacon City public to its highest standard.
3. My recommendation would be for any type of change, get insight from the actual people who work there, not just get a bunch of people in a room who have never done the job of police officer, and ask them how it could be better. It's not fair. Cops for the most part are competent at their jobs, and when all else fails, what does every single person do? Call the police to solve their problems, and they do, so treat them well.
4. Have an active bike patrol / more community events to interact with officers EG; sports games and other functions
5. Beacon Police does a very good job at policing the city.
6. I think the city should consider negotiating with the PBA to hire a civilian parking enforcement officer. We do have a large amount of parking complaints, especially on weekends that are in need of enforcement. I have heard negative feedback from the business owners, tourists and residents who act that this necessary enforcement is revenue driven and with some hurts our standing in the community with those effected.
7. Law enforcement careers require countless hours of continued training, preparation and knowledge of a multitude of policies, procedures and laws all intertwined with the dynamics of human interactions. I understand that decisions need to be made from the city government perspective but please first ask questions and get facts from the law enforcement perspective as we are on the "front lines" interacting daily with the same citizens both of us serve.
8. Our number one focus here in Beacon needs to be retention of good, young officers. We have lost at least 10 officers, over the past 5 years to other departments. This number does not count those officers who have retired as a result of completing at least 20 years of service or forced to retire due to injury. Not only does it make keeping this organization running at the highest level, as we have to constantly take time to train new officers but also lowers the moral of the remaining workforce. Problems with retention also affects call for community policing in the City. You cannot effectively and successfully have a community policing unit or initiative if

your officers are constantly changing. The public needs build a relationship with officers to properly know and trust them and the work of the department as a whole. Our approach to policing here in Beacon must first be some form of a structured community policing effort. If we are successful in this, we will be able to work hand in hand with the community to address criminal activity and maintain the level of safety this city has achieved.

9. Increased numbers Officers and more and more regular training.

10. Staffing has always been an issue since I started with this department over ten years ago, having only two officers on the road for most of my career to answer calls and patrol neighborhoods. Unfortunately, local departments especially like ours has been taking hits because of good quality officers transferring to higher paying ones in different counties. I recommend hiring more officers, which will have to be more frequent now due to the above stated and more training to officers especially in the area of people suffering from mental health and substance abuse.

11. A recommendation I would have is that the officers receive more training in regards to any of the hats that police have to throw on while performing their job.

12. Let them do their jobs

13. Staffing levels need to improve so that officers can have dedicated time to build quality relationships with the public without officers feeling rushed to have a quick interaction or interrupted conversations to respond to calls for service due to minimal staffing. A productive approach to try and retain good quality officers should be made by the city council so that interactions and relationships can grow between the community and BPD officers. A serious look into a real community policing division should be the focus of the city council that would have dedicated officers who can a special relationship with the community and the leaders of the community. It has been proven that having quality officers who volunteer for the community relations division have been able to make positive impacts with the community and the police department due to the time the assigned officers have to dedicate to improving the relationships between BPD and the community. It also allows the community and the leaders to have certain officers as contacts and liaisons that can be trusted for both parties.

14. Like I stated in the first question, I helped run with the Beacon Police Youth Academy which helps are youth in this city understand the job of a police officer and what it details. The program has been extremely successful, and I hope it continues. Hiring and retaining of officers would certainly help. Lots of are highly regarded police officers leave for higher paying jobs. This hurts the community and our department when it comes to building strong relations with the community. I understand money is always an issue, but if the gap was closed a little more compared to the other departments, it would most likely keep officers here, and more officers are likely to come here to work which would definitely help with retention of the police dept.

15. One of the biggest issues facing policing is the matter of retention. This is especially so in Beacon PD. Over the past 5 years or so this department has seen at least 10 officers leave. Some of these officers through retirement, however most leave to go to other opportunities in departments elsewhere that have more to offer. As a result, the Department is left operating at minimum staffing levels and scrambling to try to recruit new officers. This creates a number of issues. The constant cycling of new recruits in and out of the department means that only a small number of officers actually stay in Beacon for the length of their career.

Typically, the longer an officer works at a department, the more skilled and efficient they become at their job, cutting down on waste as well as liability as they have more knowledge of the job, proper procedures and best practices. More importantly, the longer officers work at a department, the more relationships they can cultivate within the community they serve. Unfortunately, many new recruits only look at Beacon PD as a stepping stone to a different department resulting in a lack of interest in building these relationships that are so vital to the success of not only the Beacon Police Department, but the City of Beacon as a whole. Why do they leave? Some of these officers leave to go to departments where they make more money. Beacon is in a difficult position in its geographic location because of its proximity to Putnam, Westchester, and Orange counties, where there are departments that have higher base salaries that Beacon PD just does not compete with. Other officers, especially newer officers leave to go to departments where they have access to the latest technology and up to date equipment. Some officers leave to go to departments where there are more opportunities to advance in their career. Like in most professions, new officers as well as senior officers need to feel fulfilled in their career. Officers are drawn to divisions such as K9, Anti-Crime, Diving/Recovery, drug task force, community policing and other specialized units that not only provide officers with an engaging work environment but provides the community with valuable resources that help protect the lives and investments of the citizens of this City. Unfortunately, as a result of years of high turnover, uncompetitive benefits, lack of career opportunities and lack of up-to-date technology and equipment (such as vehicles that have reached the end of their service life, and outdated computers) Beacon PD has had difficulty attracting and retaining officers.

What can Beacon do? With an ever-shrinking pool of qualified applicants, Beacon PD needs to focus on building morale, employee retention and attracting talented officers to join the department. One of the most effective ways to do this is to offer a more competitive benefits package to officers. This incorporates a more competitive salary, but also includes but is not limited to things such as tuition assistance programs and uniform allowances. Another effective way to retain and attract talented officers to Beacon PD is to offer more opportunities for career advancement as well as specialty units and assignments. The City of Beacon as a whole would benefit greatly by investing time and effort to make sure that its officers receive quality training on a consistent basis that allows officers to learn and grow as individuals while gaining valuable skills in which they can use in service of this community. Training not only improves the quality of an officer, it reduces the potential liability of an officer mishandling a situation. Beacon must also work towards equipping its officers with updated equipment and vehicles. Fortunately, there are many grant programs available through various state and federal agencies that could provide this department with much needed equipment at little to no cost to

the City. Beacon is fortunate to have such a beautiful community with a thriving Main St that attracts people from all over to enjoy what this City has to offer. This was achieved through the collaborative effort and hard work of The Beacon City Council, Beacon PD and most importantly the citizens of Beacon themselves. It is essential that Beacon invests in its public safety and allow the Beacon PD build stronger ties within the community in which it serves instead of it just being a line item in a budget.

16. I believe that the formation of Community Policing Unit would help strengthen the relationship between the Police Dept. and the community. I would also like to see the addition of specialized units, such as a Hostage Negotiation Team and Emergency Services Unit to deal with incidents that may require specialized training and tactics.

17. More proactive policing approaches can help engage officers in the community and strengthen relationships with the public.

18. Becoming a Police Officer is a job of growth. Officers from the day they join to the day they retire are always aspiring to be better and more knowledgeable Officers. Working in Beacon feels like working at a job with a low ceiling for advancement. Officers have nothing to work toward, there are no special assignments or units in Beacon. For example, many officers wished that there were was a K9 unit with more than one dog. A dog could be used in many scenarios, and can even be a way to open up communications between the community and police. Young community members can meet and pet the dog and the Officer that handles the dog. The low pay and lack of growth compared to neighboring Departments forces Officers to want to leave Beacon for better jobs. A promotion feels more like a reassignment with the lack of pay and increased responsibilities and is not an incentive to work harder. Beacon wants to create a better relationship with the community, but the number of Officers leaving to other Departments with better incentives creates a spinning tire effect. No relationship is ever being built because as one officer leaves another new officer fills the spot in which he must start from square one to gain the trust of the community. Officers from other Departments avoid applying to Beacon because they see that Beacon has nothing to offer its current employees. If Beacon continues to grow, so must the agency that protects and serves the community.

19. Institute a dedicated community policing unit.

20. Fund and support our ability to train properly and thoroughly. Allow opportunities for advanced training. This will assist with officer retention as well as promote the growth of BPD and its officers. BPD is not comparable to surrounding departments when it comes to advancement opportunities for its officers.

21. It is my recommendation that the age be raised to 25 from 21 for police applicants. In my opinion life experience is pretty valuable when it comes to being a police officer. With police training, there should also be a segment that shows and somewhat educates police recruits on what environments on which they may not be familiar with.

APPENDIX 6: CITY OF BEACON WHISTLEBLOWER POLICY

- a. Purpose. It is the policy of the City of Beacon to afford certain protections to individuals who, in good faith, report violations of ethics or other instances of potential wrongdoing within the City. The Whistleblower Policy set forth below is intended to encourage and enable employees to raise concerns in good faith within the City of Beacon Administration, and without fear of retaliation or adverse employment action.
- b. Definitions.
 - i. Good Faith: When the individual making the disclosure reasonably believes such information to be true and reasonably believes that it constitutes potential Wrongdoing.
 - ii. Employee: All Elected Officials, board members, officers and staff employed at the City of Beacon, whether full-time, part-time, employed pursuant to contract or appointment, employees on probation or temporary employees.
 - iii. Personnel Action: Any action affecting compensation, appointment, promotion, transfer, assignment, reassignment, reinstatement or evaluation of performance.
 - iv. Whistleblower: Any City of Beacon Employee who, in Good Faith, discloses information concerning potential Wrongdoing by another City of Beacon Employee, or concerning the business of the City of Beacon itself.
 - v. Wrongdoing: Any alleged corruption, fraud, criminal or unethical activity, misconduct, waste, conflict of interest, intentional reporting of false or misleading information, or abuse of authority engaged in by a City of Beacon Employee that relates to the City of Beacon.
- c. Reporting Wrongdoing. All City of Beacon Employees who discover or have knowledge of potential Wrongdoing concerning elected officials, board members, officers, or Employees of this City, or a person having business dealings with this City, or concerning the City itself, shall report such activity in accordance with the following procedures:
 - i. The City of Beacon Employee shall disclose any information concerning Wrongdoing, either orally or in a written report, to his/her supervisor, or to the Authority's City Administrator or Director of Human Resources.
 - ii. All City of Beacon Employees who discover or have knowledge of Wrongdoing shall report such Wrongdoing in a prompt and timely manner.
 - iii. The identity of the Whistleblower and the substance of their allegations will be kept confidential to the extent possible.
 - iv. The individual to whom the potential Wrongdoing is reported shall investigate and handle the claim in a timely and reasonable manner, which may include referring such information to City of Beacon Counsel or an appropriate law enforcement agency where applicable.
 - v. After investigation, the individual to whom the potential Wrongdoing is reported shall recommend appropriate corrective action, if any.

- d. False Complaints. Any unfounded allegation that proves to have been made maliciously, recklessly, or knowingly to be false will be viewed as a serious offense and result in disciplinary action, up to and including termination of employment.
- e. No Retaliation or Interference. No City of Beacon Employee shall retaliate against any Whistleblower for the disclosure of potential Wrongdoing, whether through threat, coercion, or abuse of authority; and no City of Beacon Employee shall interfere with any other City Employee by any improper means aimed at deterring disclosure of potential Wrongdoing. Any attempts at retaliation or interference are strictly prohibited; also:
 - i. No City of Beacon Employee who in Good Faith discloses potential violations of ethics, or other instances of potential Wrongdoing, shall be the subject of harassment, retaliation or adverse Personnel Action.
 - ii. All allegations of retaliation against a Whistleblower, or interference with an individual seeking to disclose potential Wrongdoing, will be thoroughly investigated by the City of Beacon.
 - iii. Any City of Beacon Employee who retaliates against, or attempts to interfere with, any individual for having in Good Faith disclosed potential violations of ethics or other instances of potential Wrongdoing may be subject to discipline, which may include termination of employment.
 - iv. Any allegation of retaliation or interference will be taken seriously and, irrespective of the outcome of the initial complaint, will be treated as a separate matter.

Other Legal Rights Not Impaired. The Whistleblower Policy set forth herein is not intended to limit, diminish or impair any other rights or remedies that an individual may have under the law with respect to disclosing potential Wrongdoing, free from retaliation or adverse Personnel Action.

- f. Specifically, this Whistleblower Policy is not intended to limit any rights or remedies that an individual may have under the laws of the State of New York including, but not limited to, the following provisions: Civil Service Law § 75-b, Labor Law § 740, State Finance Law § 191 (commonly known as the “False Claims Act”), and Executive Law § 55(1).
 - i. With respect to any rights or remedies that an individual may have pursuant to Civil Service Law § 75-b or Labor Law § 740, any Employee who wishes to preserve such rights shall, prior to disclosing information to a government body, have made a good faith effort to provide the appointing authority or his/her designee the information to be disclosed, and shall provide the appointing authority or designee a reasonable time to take appropriate action, unless there is imminent and serious danger to public health or safety. (See Civil Service Law § 75-b[2][b]; Labor Law § 740[3]).

APPENDIX 7: CITY OF BEACON DOMESTIC VIOLENCE POLICY

- a. **Policy Statement.** The purpose of this policy is to identify and prescribe City of Beacon (City) practices that will promote safety in the workplace and respond effectively to the needs of victims of domestic violence.
- b. **Definitions.** For purposes of this policy, the following terms will be defined as follows:
 - i. **Domestic Violence:** A pattern of coercive tactics which can include physical, psychological, sexual, economic and emotional abuse, perpetrated by one person against a Family or Household Member with the goal of establishing and maintaining power and control over the victim.
 - ii. **Family or Household Member:** Includes persons related by consanguinity or affinity; persons legally married to one another; persons formerly married to one another; persons who have a child in common, regardless of whether such persons are married or have lived together at any time; and unrelated persons who are continually or at regular intervals living in the same household or who have in the past continually or at regular intervals lived in the same household.
 - iii. **Abuser:** A person who perpetrates this pattern of coercive tactics.
 - iv. **Victim:** The person against whom an abuser directs coercive and/or violent acts and/or their child.
 - v. **Domestic Violence Service Provider:** Agency or staff member of an agency that primarily or exclusively provides comprehensive services to victims of domestic violence, including residential programs licensed by the NYS Office of Children and Family Services.

Guidelines. Employee Awareness: The City shall increase awareness of domestic violence and inform employees of available sources of assistance i.e. The Employee Assistance Program, local domestic violence service providers, the NYS Domestic Violence and Sexual Assault hotline, and/or trained Human Resources personnel who are available to serve as confidential sources of information, support, and referral (Domestic Violence Liaison).

- c. **Non-Discriminatory and Responsive Personnel Policies for Victimized Employees.** The City will ensure that personnel policies and procedures do not discriminate against victims of domestic violence and are responsive to the needs of victims of domestic violence.
 - i. In Accordance with Executive Law §§292(34), 296(1), 296(22) employees will be allowed reasonable time off for the following reasons:
 - To seek medical attention for injuries caused by domestic violence;
 - To obtain services from a domestic violence shelter, program or rape crisis center;
 - To obtain psychological counseling related to an incident of domestic violence;
 - To participate in safety planning or to take other actions to increase safety from future incidents of domestic violence; or

- To obtain legal services, assist in the prosecution of the offense, or appear in court in relation to the incident of domestic violence.

An employee who requires reasonable accommodations must give advanced notice to the employer if possible. If it is not possible to give notice, the employer may request that the employee certify their victim status after the time off with either a police report, court order or other evidence from a court or prosecutor, medical records, or service provider records. Acceptable forms of notification are:

- A police report indicating that the employee or their child was a victim of domestic violence;
 - A court order protecting or separating the employee or their child from the perpetrator of an act of domestic violence;
 - Other evidence from the court or prosecuting attorney that the employee appeared in court;
 - Documentation from a medical professional, domestic violence advocate, healthcare provider, or counselor that the employee or their child was undergoing counseling or treatment for physical or mental injuries or abuse resulting in victimization from an act of domestic violence.
 - Any other proof accepted at the discretion of the Director of Human Resources.
- ii. Employees who are victims of domestic violence and who separate from a spouse (or terminate a relationship with a domestic partner, if covered), shall be allowed to make reasonable changes in benefits at any time during the calendar year where possible, in accordance with statute, regulation, contract and policy.
 - iii. In cases in which it is identified that an employee's work performance difficulties are a result of being a victim of domestic violence, said employee shall be afforded all of the proactive measures outlined in this policy, and shall be provided clear information about performance expectations, priorities, and performance evaluation. If a disciplinary process is initiated, special care will be taken to consider all aspects of the victimized employee's situation, and all available options in trying to resolve the performance problems should be exhausted, including making a referral to the Employee Assistance Program, consistent with existing collective bargaining unit agreements, statute, regulations and City policy.
 - iv. If reasonable measures have been taken to resolve domestic violence-related performance problems of victimized employees, but the performance problems persist and the employee is terminated or voluntarily separates from employment, the employee will be informed of their potential eligibility for unemployment insurance and other separation benefits.

d. Workplace Safety Plans.

- i. The City shall have a Domestic Violence Workplace Safety Response Plan in place and provide reasonable means to assist victimized employees in developing and

- implementing individualized domestic violence workplace safety plans, consistent with existing collective bargaining agreements, statutes and regulations.
- ii. The City's response plan consists of alerting the appropriate law enforcement agency by dialing 911, with subsequent notification given to the Director of Human Resources, and City Administrator. Such a plan will allow appropriate actions to be taken if an abuser gains unauthorized access to the work site, or if an abuser engages in any acts that threaten the safety of employees or public.
 - iii. Employees are responsible for providing a written report of any incidents of domestic violence in the workplace, including any threats which they have witnessed, received, or have been told that another person has witnessed or received. These reports should be submitted to the Director of Human Resources. Any employee who obtains a protective or restraining order which includes City-owned or leased premises as a protected area shall provide a copy of such order to the Director of Human Resources.
 - iv. The City shall comply and assist with enforcement of all known court orders of protection, particularly orders in which abusers have been ordered to stay away from the work site. If requested by the victim of domestic violence or law enforcement, the City shall provide information in its possession concerning an alleged violation of an order of protection.
 - v. Employees are encouraged to bring their orders of protection (OP) to the attention of the Director of Human Resources, who will secure the document, along with any other confidential information. The Director of Human Resources will discuss with the employee a plan on how best to proceed to ensure the safest possible work environment for the employee and the rest of the staff. With the permission of the employee, this may include providing a copy of the OP and/or photo of the perpetrator to Department Supervisors, the Police Department and/or front desk personnel. The employee is responsible for notifying the Director of Human Resources if there are any changes to the OP.
 - vi. Information related to an employee being a victim of domestic violence shall not be divulged without the express written consent of the victimized employee, unless it is determined that maintaining said confidentiality puts the victim or other employees at risk of physical harm. In such circumstances, where possible, the victimized employee should be given advanced notification of the intent to provide information to third parties.

e. Accountability for Employees Who Are Offenders.

The City shall hold accountable employees who engage in the following behavior: (1) using City resources to commit an act of domestic violence; (2) committing an act of domestic violence from or at the workplace, or from any other location while on official City business; or (3) using their job-related City resources in order to negatively affect victims and/or assist perpetrators in locating a victim and/or in perpetrating an act of domestic violence.

- i. In cases in which the City has found that an employee has threatened, harassed, or abused an intimate partner at the workplace using City resources such as work time,

- workplace telephones, FAX machines, mail, e-mail or other means, said employee may be subject to corrective or disciplinary action, up to and including termination.
- ii.** In cases in which the City has verification that an employee is responsible for a domestic violence-related offense, or is the subject of any order of protection, including temporary, final or out-of-state order, as a result of domestic violence, and said employee has job functions that include the authority to take actions that directly impact victims of domestic violence and/or actions that may protect abusers from appropriate consequences for their behavior, the City shall determine if corrective action is warranted.
 - iii.** In cases in which any employee intentionally uses their job-related authority and/or intentionally uses City resources in order to negatively impact a victim of domestic violence, assist an abuser in locating a victim, assist an abuser in perpetrating acts of domestic violence, or protect an abuser from appropriate consequences for their behavior, said employee may be subject to corrective or disciplinary action, up to and including termination.

APPENDIX 8: CITY OF BEACON COMMUNITY FORUMS ON POLICING AND PUBLIC SAFETY

The City of Beacon hosted three Community Forums on Policing and Public Safety throughout 2020. Beacon became the first in the region to respond to the Governor's call for community dialogue on public safety and held the first of three forums on June 20, the second on November 21, and third on December 19, 2020. All three forums were held virtually for the purpose of health and safety during the COVID-19 pandemic. Comments were also accepted via email and mail prior to each forum. Extensive advertising was conducted; fliers were posted to social media, sent to local press, published on the City's website, and brought to the Beacon Housing Authority for distribution, announcements were also made at preceding City Council Meetings. The forums were moderated by Pastor John Perez of Faith Temple Church of God in Christ, Reverend and former City Councilmember John Rembert, and Beacon High School graduate Sade Barksdale.

A diverse group of community members called into the forums to share their thoughts on policing and public safety. Over 200 people took part in the first forum and all three forums combined have now been viewed over 600 times online. Callers represented all four City Wards, members of Beacon 4 Black Lives, Beacon Mutual Aid, Beacon Now (formerly Beacon Speaks Out), as well as local educators and business owners. Several members of community boards and committees, including the Beacon Human Relations Commission, Beacon Board of Ethics, and Beacon Board of Education called in on behalf of themselves. While the callers expressed a wide range of views on policing and public safety, the majority of calls were for a demilitarizing of the police department, a hiring freeze, greater transparency and accountability, and increased training for officers, particularly in the field of racial bias.