

## Overview of Change

Executive Order number 203, “The New York State Police Reform and Reinvention Collaborative” requires all law enforcement agencies in New York State to develop a plan based upon input from the community. This Plan is “intended to help rebuild the confidence and restore the trust between the police and the community it serves by requiring localities to develop a new plan for policing in the community based on fact-finding and meaningful community input”.

The Village of Waterloo and the Waterloo Police Department are proud of the collaborative effort that was made in developing our response to Executive Order Number 203. Every effort was made to conduct outreach and engagement in the community highlighted in the Governor’s Order. This engagement and outreach are highlighted in significant detail in the contents of this plan.

In fulfilling Executive Order 203, the Village of Waterloo and the Waterloo Police Department performed a comprehensive review of current police force deployments, strategies, policies, procedures, and practices. It should be noted that upon review of the department policies and procedures they were all found to be compliant with current federal and state laws as well as model policies as promulgated by the New York State Municipal Police Training Council. These policies and procedures cover many aspects of law enforcement from Rules and Regulations, Use of Force, Crowd Control and Social Unrest, Domestic Disputes, Discipline Procedures, and Internal Affairs Investigations to identify a few. All Policies and Procedures promulgated by the Waterloo Police Department meet standards set forth by the New York State Accreditation Standards. All policies and procedures are reviewed yearly, and updates made as needed or mandated by the State of New York.

In accordance with Executive Order 203, the Village of Waterloo and the Waterloo Police Department developed a plan that considered the needs and concerns of the community served by the Waterloo Police Department.

The Village of Waterloo and the Waterloo Police Department consulted and engaged with various stakeholders, including but not limited to membership and leadership of local law enforcement agencies, members of the community, non-profit and faith-based community groups, the local office of the District Attorney, local public defender, local elected officials, and mental health practitioners. All of this was accomplished by the creation of the Seneca County Police Reform and Reinvention Collaborative Committee which was comprised of entities outlined above.



The Seneca County Police Reform and Reinvention Collaborative Committee was created to “foster trust, fairness, and legitimacy devoid of racial bias” and its work was conducted by recognizing the concerns expressed by the communities of color and other minorities in the Village of Waterloo.

In developing the Plan, the Village of Waterloo, the Waterloo Police Department and the Seneca County Police Reform and Reinvention Collaborative Committee had discussions and reviewed various documents and materials related to evidence-based policing strategies highlighted by Executive Order 203.

The Seneca County Police Reform and Reinvention Collaborative Committee met on several occasions and promulgated a Village-wide survey in which 508 respondents participated. In addition to the surveys, a public meeting was held where members of the community were able to voice their thoughts, concerns and ideas about the many functions of the police department.

These engagements resulted in not only the creation of the plan but also a commitment by all parties to continue the discussion regarding community policing and the various action steps outlined in the Plan, including but not limited to, Implicit Bias Training, certifying a defensive tactic instructor, Mental Health CIT training for all officers, development and updating department Policies and Procedures, adequate training for all officers of the department and a more transparent look in to department functions by the use of the Waterloo Police Department Smart Phone App.



## Demographics of the Village of Waterloo

The Village of Waterloo is in the northwest sector of Seneca County with a corporate boundary of 2.2 square miles. The County is in the Finger Lakes Region nestled between Cayuga and Seneca Lakes.

According to the U.S. Census Bureau as of July 2019 the Village of Waterloo had a population of 4,924.

Also, according to the Census Bureau, the population of the Village of Waterloo is 96.6% Caucasian, 2.2% Hispanic and 1.1% African American.

The median household income is \$58,060 and the per capita income in 2019 is \$23,147. 12.8% of the population live in poverty.

The percentage of those persons 25 years of age or older with at least a high school diploma or higher is 88.3%.

According to the New York State Department of Education, the Waterloo Central School District has an 11% minority rate with 53% of the student population considered to be economically disadvantaged.



## Crime

Waterloo Village crime statistics report an overall downward trend in crime based on data from 12 years with violent crime increasing and property crime decreasing.

In recent years, the number of Homicides, Rapes, Burglaries, Robberies and Assaults have increased while more minor crimes such as larcenies, criminal mischiefs, loitering have decreased.

Violent crimes that occur in the Village of Waterloo most commonly occur among people who know each other. When comparing crime statistics with other law enforcement agencies that patrol over communities of equal populations, the crime rates are similar. A resident in Waterloo has a 1 in 77 chance of being a victim of a crime. Waterloo has an overall crime rate of 14 per 1,000 residents, making the crime rate here near the average for all cities and towns of all sizes in America. Overall, the Village of Waterloo is a safe community.

The Village of Waterloo is a unique small community located between two large metropolitan cities, Rochester, and Syracuse. In comparison to these cities, the Village of Waterloo has significantly less violent crimes. However, because of this location, the Village of Waterloo has more drug-related criminal activity than other similar Villages.

The Waterloo Police Department is primarily a response agency due to limited financial and human services. The Department also spends a great deal of time investigating crimes which limits the amount of time pro-actively engaging with the community and combating crime before it occurs.

At the same time, the Waterloo Police Department is engaged with the local community through community initiatives such as Celebrate/Commemorate Memorial Day events, National Night Out, numerous parades and other festivals that occur annually.

There are ideal opportunities for the Waterloo Police Officers to build a rapport with the local community and are the foundation for community policing and engagement. Officers are encouraged to walk the downtown business district during business hours to build a relationship with the owners and patrons. Simple, other activities such as eating meals at restaurants, conducting tours of the police department, providing lectures to youth organizations, foot patrol of athletic events held in the Village of Waterloo and participating in local events with our Child ID system are a few examples of this.

Finally, the Waterloo Police Officers are required to always wear nameplates on their uniforms. Officers wear body cameras and follow the Policies and Procedures as far as the usage of cameras as it pertains as to when a camera gets turned on and off.



Officers are also equipped with Olean Capsicum (OC Spray), Controlled Electronic Weapons (Taser) and Impact Munitions. These less than lethal weapons are at the disposal of officers when responding to calls and give them options other than deadly physical force when encountering a resistant subject. Officers receive extensive annual training to utilize these weapons.



## Community Engagement and Outreach:

### Seneca County Police Reform and Reinvention Collaborative Committee

In August 2020, members of the Seneca County Criminal Justice Advisory Board met and discussed the formation of the Seneca County Police Reform and Reinvention Collaborative Committee. Members of the Criminal Justice Advisory Board are also considered important stakeholders by Executive Order Number 203. A subcommittee of these members were formed and announced to the public in August 2020.

The Seneca County Police Reform and Reinvention Collaborative Committee is comprised of a diverse group of individuals who volunteered their time to discuss police policies and ideas for reform.

The Seneca County Police Reform and Reinvention Collaborative Committee members include:

- Jason Godley, Chief of Police, Waterloo Police Department
- John O'Connor, Mayor, Village of Waterloo
- William "Timothy" Luce, Sheriff, Seneca County
- Mark Sinkiewicz, Seneca County District Attorney
- Michael Mirras, Seneca County Public Defender's Office
- Margaret Morse, Director of Mental Health Services in Seneca County
- Terri Bevis, Waterloo Central School District Superintendent of Schools
- Joshua Mull, Representative of the Downtown Business District
- Kaitlyn Laskoski, President, Criminal Justice Advisory Board
- Deborah Rickerson, Pre-Trial Release Coordinator
- Robert Shields, Ex-Offender, Peer Advocate
- Tammy Orlopp, Treatment and Prevention Program Director
- Jo Cuson, Safe Harbors of the Finger Lakes
- Ashley Davoli, Child Advocacy Center
- Lee Boise, Village of Waterloo Public Safety Official
- Michael Slywka Waterloo Memorial Youth and Community Center Director

Among the scope of work conducted by the Seneca County Police Reform and Reinvention Collaborative Committee included public meetings and dissemination of public surveys. The public meetings and surveys did provide meaningful feedback to our committee, however we wished that participation would have been higher.

Our committee announced our surveys and meetings on our department websites and social media accounts. Residents were able to electronically take the survey or mail



their responses to our committee. Also, hard copy surveys were offered when residents came to the Village of Waterloo Offices for other business. Our committee held three public, town hall style meetings throughout Seneca County. These meetings were open to the public and anyone could attend if they were a Seneca County resident. These meetings were held in Ovid, Seneca Falls and Waterloo. Additionally, these public meetings were broadcast on our local news agency, Fingerlakes1.com and due to COVID 19 issues, the meetings were also accessible through Zoom.

Below are some of the highlights from the answers submitted from our community survey:

- The positive comments that were received include that our citizens feel safe and feel our patrol patterns deter crime. Officers respond to calls to service in a timely manner, make good contact with the community members and are visible at all hours of the day. Our School Resource Officer program is very well received within the community and all responses were positive concerning our assigned officer to this program.
- Some areas of improvement include attending more community events, reporting more crime in trouble areas, and interact with the community more. The public wants more funding to make sure the department is adequately trained and there should be more training in Mental Health Services.
- In our survey, we asked what services you would like to see implemented. Some of these responses include more community programs like Child ID and an anonymous complaint reporting system for the public.

82% of the citizens that have had police encounters over the past three years with Waterloo Police Department Officers report having a positive and professional interaction.



## Policy and Procedures

Currently, the Waterloo Police Department is not a NYS Accredited Agency. Since 2017, the Waterloo Police Department started issuing department Policy and Procedures and each one, meets the Standards set forth by the New York State Department of Criminal Justice Services. This Spring, the Waterloo Police Department will register with DCJS to begin the Accreditation process with a realistic goal of certification by 2022. The Accreditation program provides structure, guidance, and oversight for agencies to evaluate and improve their overall performance. These programs encompass 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 that provide criminal justice services.
3. To ensure the appropriate training of law enforcement personnel.
4. To promote public confidence in law enforcement agencies.

To compliment the principles of accreditation above, 21<sup>st</sup> Century Policing cite, “The Six Pillars of Community Policing” to help strengthen departments.

1. Building trust and legitimacy’.
2. Policy and Oversight.
3. Technology and Social Media.
4. Community Policing and Crime Reduction.
5. Training and Education.
6. Officer Wellness and Safety.

All the principals and pillars above are used as guidelines when policies and procedures are developed for the Waterloo Police Department. Each year, policies are reviewed and updated as needed either by mandate of the State of New York or as we review the needs of the community.



Many of the Waterloo Police Department's policies and procedures address specific issues outlined in the Governors report. Our policies were reviewed, updated, or issued. Some of these policies that helped to achieve goals addressed in the Governor's Order include the following:

- **General Order No. 310, Use of Force** (updated on 10/31 to reflect new mandates such as removal of the use of choke holds and new reporting standards).
- **General Order No. 315 Deadly Physical Force** (updated on 11/1 to include mandatory reporting to Attorney General for any Officer involved shooting).
- **General Order 301 Department Discipline Procedures**
- **General Order 302 Internal Affairs**
- **General Order 312 Body Worn Cameras**
- **General Order 114 Crowd Management/Civil Unrest**
- **General Order 117 Performance Evaluations**

Another directive in the Governor's Order was the need for transparency between the law enforcement agency and the community it serves. Another step that the Waterloo Police Department took to help achieve this transparency was the use of PowerDMS to public face our General Orders. PowerDMS is a documents management software company that is used to promulgate all forms or internal documents between the rank and file of the department. Through PowerDMS we were able to public face our General Orders which means our General Orders can be viewed by the public. There are two methods for the public to access our orders, the first is on our website, [www.waterloopd.org](http://www.waterloopd.org) and the other is through an access point in our department smart phone app. This information was made public with our social media platforms.



## Departmental Training

The Waterloo Police Department follows NYS Accreditation Guidelines set forth by DCJS for training hours received annually per officer. Part of the 21 hours must be devoted to the following areas:

- Firearm Training
- Use of Force Review
- Use of Deadly Physical Force Review
- Legal Updates
- Bloodborne Pathogen/Hepatitis Awareness
- Taser Re-Certification
- Workplace Violence
- Sexual Harassment
- First Aid/CPR/AED Certification
- General Orders/Rules and Regulation Review
- Implicit Bias Training
- Datamaster Breath Test Certification

The Waterloo Police Department also has certified officers in the fields of Crime Scene/Evidence Tech, Instructor Development, Photography, Taser Instructor, CIT Officers, Field Training Officers, Firearms/impact munitions instructors and evidence/property management. All these areas of expertise require additional and annual training.

In 2020, the Waterloo Police Department updated the existing policies on Use of Force and Deadly Physical Force to meet the new standards set by the Governor's Order and directives issued by the NYS Department of Criminal Justice Services. The updates to these policy and procedures will be covered later in this plan. Each officer received training in these updated policy and procedures and had to score a 100% on a test to gain department certification.

In early 2020, our agency began the process of obtaining Body Worn Cameras. A Federal Grant was used to help offset costs of the cameras and procurement of the camera system and storage was complete. Our agency will go live with our Body Worn Camera System in February 2021. Each officer will receive online training from the Body Worn Camera company, Watchguard.

Waterloo Police Department's insurance carrier, NYMIR provides on-line training in several different categories for Law Enforcement. Our officers completed the online training for Implicit Bias, and all were certified. In addition, Supervisors had to complete additional training in this topic. In 2021, the Waterloo Police Department will schedule



an in-service training for Implicit Bias instructed by Dr. Sim Covington from FLCC. Dr. Covington provides an 8-hour training in Implicit Bias.

The department will strive to certify an officer in the field of de-escalation and defensive tactic instructors in 2021. These fields are vitally important aspects of training, especially in situations that involve use of force measurers.

The Village of Waterloo is a small community, and the operation of the Village is based solely upon tax revenue. Funding for training can be difficult when trying to be mindful of the tax burden on our community. When appropriate, we use online training to help offset some of the associated cost. We will continue to work with the Village of Waterloo to designate funds for necessary training while meeting budgetary guidelines.

Being a law enforcement officer can be extremely stressful and challenging and as such there are aspects of the job that can impact mental wellness of police officers. The Waterloo Police Department will strive to implement an Officer Wellness Program that supports the safety, health, (both physical and mental), and wellness of every member of the department.



## Use of Force (Subject Resistance)

In Executive Order #203, the Governor addresses issues related to the Use of Force and set standards for use and reporting. The Waterloo Police Department reviewed our existing Policy and Procedures and updated them to match the standards set in the new Order. Currently, the Waterloo Police Department, in compliance with Article 35 of the New York State Penal Law and other applicable case law and federal statutes, use only the force that reasonably appears necessary to effectively bring an incident under control while protecting the lives of the member and others. The Waterloo Police Department Use of Force Policy outlines the officer's ability to

- Use of Force
- Duty to Intervene (any officer present and observing another officer using force that is perceived to be beyond which is objectively reasonable under the circumstances shall intercede to prevent the use of unreasonable force, when the officer has a realistic opportunity to prevent harm).
- Prohibited uses of force.
- Less lethal options (Taser, OC Spray, Impact Munitions)
- Training requirements
- Reporting and documenting procedures.

All subject resistance incidents must be documented on a department Subject Resistance Form. That report is then reviewed by a department supervisor and then by the Chief of Police for final review and evaluation. Every Use of Force is investigated by the Chief of Police to ensure that all department policy and procedures were used, and each Use of Force was justified. Once a report is complete, the incident is then reported to the State of New York per NYS Executive Law 837-t. The following examples of Use of Force Incidents must be reported to NYS:

- Display a chemical agent – To point a chemical agent.
- Use/Deploy a chemical agent – The operation of a chemical agent against a person(s) in a manner capable of causing physical injury as defined in the Penal Law, Article 10.
- Brandishes a firearm – To point a firearm at a person(s).
- Uses/Discharges a firearm – To discharge a firearm at or in the direction of a person(s).
- Brandishes a Taser – to point a Taser at a person(s).
- Uses/Deploys a Taser – The operation of a Taser weapon against a person(s) in a manner capable of causing physical injury as defined in the Penal Law, Article 10.
- Conduct which results in the death or serious physical injury of another person(s)



The Waterloo Police Department reporting process is more restrictive than the requirements set forth by the State of New York. Our departments Policy and Procedures require that all use of force incidents be documented in our department Subject Resistance Form and reviewed by both Supervisors and the Chief of Police. During the review process, if deficiencies are identified, immediate actions are taken to include remedial training, counseling, discipline, and termination. The statistical information that is collected in our Subject Resistance Form include, date, time, location of incident, person(s) involved, age, race, ethnicity, tool/technique used, injuries sustained and if medical treatment was sought. Our Use of Force Policy is regularly reviewed and updated as changes occur to applicable laws and best practices.

In 2020, Use of Force training was updated to meet new standards. The main focal point of this change involved the use of chokeholds. Chokeholds, obstructing of breathing and /or carotid restraints are considered deadly physical force. This applies to any application of pressure to the throat, windpipe, neck or blocking the nose or mouth of a person in a manner that may hinder breathing, reduce the intake of air, or obstruct blood circulation. Another focal point of this training is duty to intervene when an officer is involved in a Use of Force Incident. Officers were trained that they have an obligation to intervene if they witness another officer administering a Use of Force technique that exceeds the threshold allowed. This training included the recognition of excessive use of force and what to do if excessive force is observed.

The Waterloo Police Department utilizes Spillman CAD computer system for call and report management. In 2021, the Waterloo Police Department will utilize Compstat which is a function of Spillman that allows for the gathering and analyzing of specific data points. Through Compstat, Use of Force incidents entered in to Spillman can be tracked and data points collected to show patterns of behavior, techniques used, location of events, suspect pedigree information and amount of Use of Force incidents per officer. This analytical data points will be used to identify problem areas within the department regarding Use of Force incidents.



## Community Oriented Policing and Neighborhood Engagement

The Waterloo Police Department recognizes the need for community oriented policing strategies. We try to foster an environment of openness and transparency throughout the department, engage the community in true partnerships to address crime and disorder, quality of life, education of the law enforcement system and our services to the public, while trying to make every police contact an opportunity to engage positively with the community.

The Waterloo Police Department recognizes the Community Policing is comprised of three key components.

### 1. Community Partnerships

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

### 2. Organizational transformation

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

### 3. Problem Solving

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

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

- Community oriented Policing and Neighborhood Outreach Officers.
  1. Downtown Business District Foot Patrol.
  2. Targeted Bicycle Patrol Initiative.
  3. Community Event/Local Sporting Event Attendance.
  4. Yearly Community Surveys (starting in 2021).
  5. Ride Along program (Law Day) with local school district.
  6. Internship opportunities with FLCC Criminal Justice Students.
  7. Child ID Printing at public events in the community.



8. Social Media Liaison (responsible for keeping the public up to date on recent arrests and news associated with the Police Department through our Website and Social Media accounts).
9. Recruitment Opportunities (this includes job fairs for the public and in conjunction with our local school districts throughout Seneca County).

In January 2021, we launched our new Smart Phone App, which is available for free on both Android and iPhone Platforms. This app gives the public the opportunity to anonymously “submit a tip” directly to our command staff which will follow up. Additionally, the App grants access to our recent arrests, news, and press releases, Most Wanted List, sex offender access, FOIL application, access to our General Orders and Village Code Book, and it allows the public to provide compliments or complaints about a particular officer. Finally, the App offers a “push notification” feature which allows us to broadcast important information in real time to anyone who has downloaded the app.

The Waterloo Police Department has partnered with the Waterloo Central School District to provide a dedicated School Resource Officer. The purpose of this program is to establish and foster a collaborative relationship between the Waterloo Police Department and the Waterloo Central School District and to promote positive interactions between these entities regarding safety, security, and the welfare of the population served to include:

- Promoting a safe environment for students to learn.
- Reduce incidents of crime within the school district.
- Promote awareness of the law through educational presentations.
- Bridge the gap between students and law enforcement.

The Waterloo Police Department also dedicates roughly 60 hours a month of foot patrol to enhance community policing efforts. This initiative will give officers an opportunity to build relationships with business owners and patrons in our community and to understand issues important to them and to act on their priorities. Foot patrol also provides access to patrol areas that are not accessible by car. To further this initiative, the Waterloo Police Department intends to extend on its bicycle patrol unit and utilize this more in 2021 and beyond.



Through our community outreach efforts, we have identified elements that could use resources and attention:

- **Drug addiction**
- **Mental Health**
- **Domestic Violence**

Our agency has partnered with outside agencies to provide services in dealing with these issues.

**Drug Addiction:** The Waterloo Police Department is a member of Seneca County CIT/High Risk Team which is a collaboration of stakeholders in our community to identify specific people in need and get them the services they require. These stakeholders include all local Law Enforcement, Seneca County Mental Health Director, Mental Health Counselors, Seneca County Community Counseling Center, Seneca County Community Counseling Prevention and Treatment Program Director, Seneca County Drop-in Center, and others. This team that meets monthly will discuss individuals in crisis and develop a plan to provide them the services they need. Our agency also offers needle drop off (canisters) and a drug disposal bin with a no cost or questions asked policy. Finally, all road patrol officers and supervisors are certified to carry Naloxone with them while on duty. Naloxone reverses and blocks the effects of opioids, including extreme drowsiness, slowed breathing and loss of consciousness. The Waterloo Police Department also utilizes OD Map to track and plot overdoses that occur in the Village to develop cluster zones of drug activity.

**Mental Health:** The Waterloo Police Department has a strong and active relationship with our Seneca County Mental Health Department. We are in the process of developing our Seneca County CIT Team that will be specially trained in handling people in Mental Health Crisis. Our agency has 2 certified CIT officers with the eventual plan of all officers being certified in the coming years. Our agency also has a strong working relationship with the Mobile Crisis Unit which is currently based at Clifton Springs Hospital in Ontario County. Mobile Crisis Units are designed to help people suffering from mental health issues avoid the custodial interactions with police for mental health services. This is an “on-call” on site program, to bring mental health services to, non-violent, non-dangerous, (not suicidal or homicidal) people. This brings the social workers/mental health professionals to the subject in need at non-threatening locations and avoids the feeling of being arrested for a mental/medical crisis.



In 2021, the Waterloo Police Department plans on deploying another tool to assist in the proper handling of people in mental health crisis. Officers of the department will be issued an IPAD that provides a direct link to CPEP and mental health counselors. Residents who are in crisis but are not a danger to themselves or others, will be provided the ability to speak to the counselor over the IPAD and determine a plan of action for the person in need.

**Domestic Violence:** The Waterloo Police Department works with outside agencies to bring services to victims of domestic violence. The Seneca County District Attorney's Office offers a Seneca County County Victim/Witness Assistance Coordinator to help victims of domestic violence receive services. Officers put the victims in direct contact with the Coordinator who then screens the victim and determines what needs are there to make them feel safe. The coordinator will then take pro-active steps to immediately gain services for the victim. Additionally, the Waterloo Police Department works with Safe Harbors of the Finger Lakes who also provides services to victims of domestic violence. Safe Harbors will find a safe, undisclosed place for the victims to stay initially and then follow up with services to provide the victim with opportunities to stay away from the suspect and break the cycle of violence. Our officers also refer people who are looking for Orders of Protection through family court to their agency. Their staff will assist them in the proper paperwork and filing of the application to Family Court. Finally, our agency works closely with our local Child Advocacy Center (CAC) located in Waterloo. The CAC provides our officers with forensic interviewers for child victims of sexual based crimes or physical abuse in a child focused setting. The CAC also provides a one stop service for the victims offering forensic interviews, victim support and advocacy, medical evaluation, and mental health services. Additionally, the CAC offers case tracking and review to make sure that each case is being investigated to the fullest capacity and then reviewing the work to see if improvements can be made.

In 2021, the Waterloo Police Department will initiate neighborhood disturbance follow-ups. These calls can be anything from nuisance style calls and Code Enforcement issues, loud social gatherings, or fights. We will start to reach out to people at neutral times, normally a couple of days after the incident, to discuss the issue when the people and the environment is not at a heightened stage and provide educational information to them concerning the law or nuisance. These follow ups will be conducted by either member of the Waterloo Police Department or Village of Waterloo Code Enforcement Officer and is an attempt to stop recidivism with education about the laws and expectations of the community, solutions for remedy/compliance, and information of what continual non-compliance could result in.



**Recruitment and Retention of a Diverse Workforce:** The Waterloo Police Department takes an active role in trying to recruit a diverse workforce as recommended by the Governors Order 203. Our agency participated in job fairs that included all represented demographics of our community. Our department website and our smart phone app also contains instructions in how to apply for a position with our department. Our agency's hiring process is governed by New York State Civil Service rules and we adhere to their hiring standards. Hiring out of the top three candidates will continue to be a barrier to hiring until that standard is changed. Once a valid list is received, our agency will select out of the top three candidates. The three applicants are subject to a thorough background check, 36-page application, psychological testing, medical screening, and physical fitness test before we select a candidate. Our goal is to hire and cultivate the best officers that we can to serve our community.

**Department Personnel Mental Health Services:** The Waterloo Police Department recognizes that Law Enforcement is one of the most stressful occupations with higher-than-average rates of alcohol abuse, divorce rates and other stress related issues. There are initiatives in place to help improve officer wellness. Officers are assigned to foot patrol details which not only enhance public safety but contribute to healthy lifestyles. The Village of Waterloo also offers each police department employee the ability to contact Employee Assistance Programs if needed. These services are available 24/7, 365 days a year, to any employee or family member in crisis. Each department member can access, ESI Public Safety EAP at [www.PublicSafetyEAP.com](http://www.PublicSafetyEAP.com) for assistance with their emotional and psychological state and offers stress management services.



## Citizen and Internal Complaints

The Waterloo Police Department has Policy and Procedures in place for accepting civilian complaints and standards that define the authority, receiving, accepting, reporting, and conducting internal investigations within the Waterloo Police Department as well as define the authority and responsibility delegated to departmental supervisors for the maintenance of discipline.

It is our belief that the image of the Waterloo Police Department depends upon personal integrity and discipline of its members. The Waterloo Police Department shall:

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

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

### **Procedural Justice/Quality Assurance Surveys and Officer Performance Evaluations**

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

Procedural Justice is based upon 4 principles:

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



These are principles that we share at the Waterloo Police Department. In 2021, we have created a Quality Assurance Survey to start identifying the public perception of how these Procedural Justice Principles are being applied. Categories included in the survey contain:

- Overall agency performance.
- How the police department treated you when interacting.
- Perception of officers' attitudes and behavior.
- Community concern over safety and security within our jurisdiction.
- Citizens recommendations and suggestions for improvements to the department.

Additionally, the Waterloo Police Department annually completes Performance Evaluations on every member of the Police Department. Categories that are included in these evaluations include:

- Overall agency performance.
- Overall competency.
- Interactions with the public and other surrounding agencies.
- Decision making skills.

Data points collected from both the Quality Assurance Survey and Performance Evaluations will be used to see deficiencies within the department regarding Procedural Justice needs and we can make improvements in those areas, once identified.



## Statistical Data Collection

The collection of data is an important tool for improving accountability. The Waterloo Police Department currently collects data and monitors situations in a multitude of categories. Currently, our agency collects the following data:

- Calls to service (including location to determine hotspots of crime)
- Arrests (to include, Sex, Race, Ethnicity, Age, Class and Nature of Offense)
- Use of Force encounters (to include, Sex, Race, Ethnicity, Race, Age, Technique used, and injuries sustained by anyone involved).
- Drug related cases including overdoses.
- Training
- Motor Vehicle accidents (to determine hotspots that could use added traffic control devices or enforcement efforts)

