Tompkins County Legislature
Governor Daniel D. Tompkins Building
Ithaca, NY 14850
www.tompkinscountyny.gov/legislature

Department: Public Safety Committee
Category: Public Safety
ID: 9998

ADOPTED

RESOLUTION NO. 2021-63

A Resolution Stating Tompkins County's Reimagining Public Safety Plan to be Submitted in Response to New York State Executive Order 203

WHEREAS, on June 12, 2020, New York State Governor Andrew Cuomo issued Executive Order 203, calling upon local governments that operate police agencies to study their current operations and develop a plan to address "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," with a directive to respond to the Governor by April 1, 2021, and

WHEREAS, the City of Ithaca and Tompkins County conferred and saw a favorable moment for significant positive changes in policing practices, and determined that a joint investigation of this issue would provide an optimal opportunity to apply resources to the project and to reach consistent recommendations in a joint plan that would apply to the two largest policing agencies in the County, being the Tompkins County Sheriff's Department and the Ithaca Police Department, and

WHEREAS, beginning in September, 2020, the City and County appointed nearly forty individuals, based upon their content expertise, role within the system, and the ability to address and implement solutions, to participate on five Working Groups (Leadership/Administration/Budget, Communications/Community, Law Enforcement/Public Safety, Data Analysis, and Academic/Research), with each Working Group charged to gather information and examine specific functional areas within local law enforcement in a project that came to be called the Reimagining Public Safety Collaborative, and

WHEREAS, the City of Ithaca and Tompkins County engaged the services of a consultant, The Center for Policing Equity, to assist with the administration and organization of the study of these policing issues, including examination of police force deployments, strategies, policies, procedures, and practices, and to provide informational resources to the Working Groups, and

WHEREAS, in conjunction with the formation of the Working Groups, the Collaborative consulted with the Tompkins County Sheriff and the City Police Chief, and other members of the local law enforcement community, and made an extensive effort to receive public comment from as broad a range of community members as possible, using various tools, including issuing calls for comments, question and answer sessions with community leaders, surveys, interviews, and the use of focus groups to target specific segments of the populations such as people experiencing homelessness, people of color, and those who have been involved within the criminal justice system, with the goal of obtaining as clear a view as possible of the current state of policing, and the community perceptions of policing, and

WHEREAS, beyond complying with the requirements of the Governor's Executive Order 203, the intention of this project has been to make a good faith local effort to begin a long-term process of making substantive improvements in our criminal justice system, recognizing that this will be a lengthy undertaking requiring time, resources, investigation, and commitment to implement the Collaborative's recommendations to affect positive change, and

WHEREAS, recognizing the benefit to be achieved by developing a joint plan that reflected a consistent and coherent set of recommendations across the City and County, staff from the City and County worked collaboratively to prepare a Draft Report entitled "Public Safety Reimagined. Recommendations report following a collaborative effort between the City of Ithaca & Tompkins County, N.Y.", which contains a description of the process followed and a draft list of proposed City, County, and joint recommendations made in response to the Governor's Executive Order 203, and

WHEREAS, the Tompkins County Legislature having received the Draft Report, and having conducted town halls, public forums, and public hearings after publication of the Draft Report, and having considered the recommendations contained in the Draft Report in response to the information received from the public, and having determined that an opportunity for meaningful action is possible through development of a joint plan, now therefore be it

RESOLVED, on recommendation of the Public Safety Committee, That the Draft Report entitled "Public Safety Reimagined. Recommendations report following a collaborative effort between the City of Ithaca & Tompkins County, N.Y." as amended by the Tompkins County Legislature and as reconciled with the City of Ithaca, be accepted, with the gratitude of the Legislature for the effort of the consultants at the Center for Policing Equity, all those individuals who participated on the Working Groups, members of law enforcement, including Tompkins County Sheriff Derek Osborne and Ithaca Police Chief Dennis Nayor, the Tompkins County District Attorney Matt Van Houten, the Director of Assigned Counsel Lance Salisbury, the City and County staff who provided support in the preparation of the Draft Report, and those community members who offered their opinions, viewpoints, ideas, and hope for positive change,

RESOLVED, further, That based upon consideration of the recommendations contained in the Draft Report, the Tompkins County Legislature ratifies the following plans, being the separate undertakings of Tompkins County together with those made in concert with the City of Ithaca Common Council, as stated herein:

1. County: Better align available resources with emergency response needs by establishing a pilot program for non-emergency calls.
2. County: Require public disclosure of District Attorney and Assigned Counsel Office statistics on a quarterly and annual basis.
3. County: Evaluate the Creation of a Tompkins County Public Safety Review Board.
4. County: Evaluate existing models and implement an alternative to law enforcement response system for crisis intervention and wraparound health and human services delivery.
5. County: Develop a comprehensive community policing and outreach plan to connect law enforcement and residents.
6. County & City: Collect and evaluate the results of officer-initiated traffic stop enforcement.
7. County & City: Identify new curriculum, redesign and implement a culturally responsive training program that incorporates de-escalation and mental health components into a comprehensive response for law enforcement.
8. County & City: Develop a comprehensive community healing plan to address trauma in the relationship between residents and law enforcement.
9. County & City: Standardize data entry and review existing data sets for more actionable insights and allocation of public safety resources.
10. County & City: Develop a real-time public safety community dashboard.
11. County & City: Develop a comprehensive, inclusive, and innovative recruitment and retention strategy for law enforcement and corrections officers.
12. County & City: Develop a County-wide program to promote and support holistic officer Wellness.
13. County & City: Seek ongoing and responsive collaboration from New York State Troopers operating in Tompkins County.
14. County & City: Conduct a Review of SWAT Callouts to Determine Appropriate Use of Service and Equipment.
15. County & City: Revise the Civil Service exam process to diversify law enforcement Personnel.
16. County & City: Advocate for New York State to grant local civil service authorities the authority to enact "continuous recruitment" of eligible candidates for law enforcement personnel.
17. County & City: Urge Governor Cuomo and/or the New York State Legislature to reform disciplinary procedures for law enforcement personnel under Civil Service Law Section 75.

with such recommendations constituting its plan,

RESOLVED, further, That in the event the City of Ithaca determines not to maintain the SWAT/CINT vehicle as a City asset, the County shall conduct its own analysis as to the utility of maintaining it as a mobile communications center,

RESOLVED, further, That a comprehensive plan be developed to address the community's direct involvement in every aspect of implementing the recommendations contained in the Draft Report,

RESOLVED, further, That the County Administrator is directed to deliver the above stated plan to the New York State Budget Director, Robert Mujica, on behalf of the Tompkins County Legislature in accordance with the requirements of Executive Order 203, and to certify to the State Budget Director that Tompkins County has complied with the required process,

RESOLVED, further, That the Legislature shall determine next steps to develop the programmatic expression of its plan, determine budget priorities, and work with the County Administrator to implement these recommendations, and to do so where required in cooperation and collaboration with the City of Ithaca,

RESOLVED, further, That a copy of this resolution shall also be sent to Governor Andrew Cuomo, Senator Patricia Helming, Senator Thomas O'Mara, Senator Peter Oberacker, and Assemblywoman Anna Kelles.
SEQR ATION: TYPE II-26

RESULT:	**ADOPTED [11 TO 2]**
MOVER:	Rich John, Member
SECONDER:	Shawna Black, Vice Chair
AYES:	Black, Champion, Dawson, Granison, John, Klein, Koreman, Lane, McBean-Clairborne, McKenna, Robertson
NAYS:	Glenn Morey, Michael Sigler

STATE OF NEW YORK)
) ss:
COUNTY OF TOMPKINS)

I hereby certify that the foregoing is a true and correct transcript of a resolution adopted by the Tompkins County Legislature on March 30, 2021.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the said Legislature at Ithaca, New York, on March 31, 2021.

Catherine Covert, Clerk
Tompkins County Legislature

APPENDIX B

NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE PLAN CERTIFICATION FORM

Instructions: The Chief Executive of each local government must complete and submit this certification and a copy of their Plan to the Director of the New York State Division of the Budget on or before April 1, 2021 at EO203Certification@budget.ny.gov.

I, Jason Molino, as the Chief Executive of Tompkins County

hereby certify the following pursuant to Executive Order No. 203 issued by Governor Andrew M. Cuomo on June 12, 2020:

☒ The Local Government has performed a comprehensive review of current police force deployments, strategies, policies, procedures, and practices;

☒ The Local Government has developed a plan, attached hereto, to improve such deployments, strategies, policies, procedures, and practices (the "Plan");

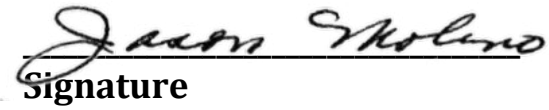
☒ The Local Government has consulted with stakeholders (including but not limited to: membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials) regarding the Plan;

☒ The Local Government has offered the Plan in draft form for public comment to all citizens in the locality and, prior to adoption of the Plan by the local legislative body, has considered the comments submitted; and

☒ The legislative body of the Local Government has ratified or adopted the Plan by local law or resolution.

Jason Molino

Name



Signature

County Administrator

Title

April 1, 2021

Date

Reimagining Public Safety Collaborative
Tompkins County & City of Ithaca, N.Y.

Thursday, April 1, 2021

The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

Dear Governor Cuomo:

Today Tompkins County and the City of Ithaca are submitting resolutions passed by our respective elected bodies in response to Executive Order No. 203: New York State Police Reform and Reinvention Collaborative. Along with the resolutions we are submitting a joint report, titled, *Public Safety, reimagined* that follows a collaborative effort between our municipalities.

We would like to extend our gratitude to you and the State of New York for centering the experience of Black and Brown communities in E.O. 203. Throughout our reimagining process our staff and volunteers worked tirelessly to lift the voices of marginalized and minoritized communities, and not only did they have our full support in that work, but also the backing of the order mandating this process. Our report and plans are stronger, more substantive, and will lead to more meaningful change because of the centering of these experience and lifting of these voices.

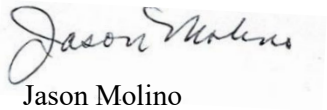
The plans supported in the passed resolutions seek bold, systemic changes, and address each theme expressed in E.O. 203. Our plans include alternative response models, training and recruitment reforms, expert analyses of data, policies, and procedures, and healing the public's relationship with law enforcement. Our plans also include advocating for meaningful reforms at the State level. Throughout the process we heard loud and clear that reforms must be made to civil service, specifically as it relates to recruitment and accountability of law enforcement officers. In particular, the limit that current hires must be from the top three civil service exam takers severely prohibits municipalities from hiring the best candidates for our communities, and further disadvantages Black and Brown communities. We are calling on you and other lawmakers to make every effort to effectuate these changes outlined in our joint report.

Implementing these plans will take continued significant effort and resources – we stand ready to dig in and do the work, and simultaneously recognize that there must be financial resources made available to do so most effectively and sustainably. We urge New York State to offer municipalities resources specifically designated to support implementation and long-term success of these plans submitted in response to E.O. 203.

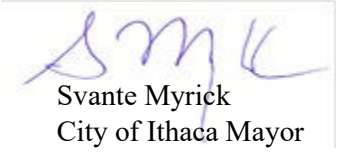
We would like to recognize and highlight that our community, specifically including many community leaders of color, stepped up in remarkable ways to make this collaborative report happen. People here in Ithaca and Tompkins County staked their personal credibility to encourage meaningful participation from Black and Brown communities, many of whom reiterated statements akin to "we've done this before, nothing ever changes." We feel that these plans represent something different, a watershed moment for actual and lasting change – we will do everything in our power to honor the work of our community and the perspectives shared amidst doubt. We recognize that this is the first step on a long stairwell towards

equity and justice, and we hope New York State will continue its commitment to this work alongside Tompkins County and the City of Ithaca.

In collaboration,



Jason Molino
Tompkins County Administrator



Svante Myrick
City of Ithaca Mayor



Public Safety, reimagined.

A collaborative between the City of Ithaca & Tompkins County, N.Y.

Acknowlegements

Indigenous Land

The Reimagining Public Safety Collaborative acknowledges that Ithaca and Tompkins County are located on the traditional homeland of the Gayogo̱hó:nǫ’ (Cayuga Nation). The Gayogo̱hó:nǫ’ are members of the Haudenosaunee Confederacy of sovereign Nations that currently reside on this land. The Gayogo̱hó:nǫ’ predate the formation of the City of Ithaca, Tompkins County, New York State, and the United States of America. The Collaborative recognizes the dispossession of Gayogo̱hó:nǫ’ land and honors the continued local presence of Gayogo̱hó:nǫ’ people and culture.

Police Violence Against Black Americans

Our national history of police violence against Black people has undermined the democratic promise of liberty and justice for all. The promise of equal justice has eluded Black people as a result of structural racism and systems of oppression that emerged throughout society. Those issues exist in our community as well, and show up in our public safety systems. Where this promise is broken and unfulfilled, the result is distrust between marginalized populations particularly, Black people and systems within government, specifically the law enforcement component of public safety. Renewing and restating this promise here in our community is the work before us.

Executive Order 203

The Governor of New York, Andrew Cuomo, issued Executive Order 203 that created a state mandate to examine and reconcile past experiences of marginalized populations who have experienced disproportionate contact with the public safety system based upon national tragedies and unresolved local issues. For many People of Color, these devastating tragedies were reflective of their lived experiences and interactions with local law enforcement which has led to a feeling of dehumanization and distrust of systems and government. All residents of Tompkins County and the City of Ithaca, particularly marginalized populations, deserve equitable, unbiased, culturally-responsive services that address the needs of the community. This report acknowledges the disenfranchisement of marginalized populations, specifically Black people, and attempts to serve as an initial step to begin rebuilding trust in government, beginning with public safety with the hope of improving the lives of all marginalized communities.

For those professionals working in public safety, maintaining that daily trust both within marginalized communities and across the whole community is critical to the effectiveness of the mission and, in the larger sense, the legitimacy of our public safety promise. Particularly, for the police agency component of our public safety system, establishing trust between police officers and the community they are charged with protecting is essential. Therefore, a key finding of this Report is the determination that working towards more equitable, unbiased, and culturally-responsive services will benefit both law enforcement and the community at large by building that trust. The recommendations made in this Report all flow from that basic proposition.

We are fortunate in the City of Ithaca and Tompkins County that there appears to be a clear consensus of the need for change. Further, it is important to acknowledge as well that the public safety agencies in the County and the City had already begun initiation of changes prior to the Governor issuing his Executive Order. This Report outlines our next steps in what is a long pathway requiring a commitment to equity and perseverance. There is much to be done. For those reading this Report, we ask you to join us to work together towards a meaningful realization of this public safety promise we continue to make as one community.

COVID-19 Pandemic Impacts on the Process

The Reimagining Public Safety Collaborative was initiated and completed entirely during the COVID-19 pandemic. Due to pandemic-related restrictions on in-person gatherings, community engagement and public input processes were completed primarily through digital channels, though some specific in-person opportunities with required mask-wearing and social distancing were offered for focus groups.

The Reimagining Public Safety Collaborative made direct efforts to reach populations disproportionately impacted by policing, specifically Black people and other marginalized populations. Some residents were able to engage easily and conveniently through digital tools such as Zoom, however; input was sought and received through limited in-person interactions from residents without internet access. The researchers involved in this project were tasked with parsing data and input to ensure that voices of minoritized community members, who are traditionally undersampled in data collection methods, were represented in the findings.

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When we set out to Reimagine Public Safety our vision was to initiate a comprehensive and collective approach that meets the moment and addresses systems-level change. The work that our County and City staff, researchers, volunteer community members, and the Center for Policing Equity produced gives a thorough roadmap to lasting change. It is now our collective responsibility to follow through on these recommendations and to ensure more equitable outcomes in public safety.

Not only does this report meet the moment we are in following the tragedies that sparked New York State Executive Order 203, it takes a critical look at the systems that allow injustices to persist. Marginalized and minoritized individuals have been historically left behind, mistreated, brutalized, and disregarded by the very systems we rely on to keep us safe - change is imperative and therefore mandated.

We expect that these recommended changes will make some people uncomfortable, others may find the vision inspiring, and yet some may see this not going far enough. I believe that our process of engaging the community was inclusive, the drafting of these recommendations was done with integrity, and our plan for implementation is bold.

We also fully expect this to be a living document, one that will be enhanced by the community input and legislative processes leading to submission on April 1, and moving forward. Implementation of the finally approved recommendations will be informed by this document, but the process should have the ongoing ability to adapt and improve it.

I want to specifically recognize the hundreds of community members who gave their time to provide input throughout this process, and those who have been most impacted by policing and the public safety system who lent their voices, experience, expertise, and perspective to inform these recommendations.

It is my perspective that the changes that have to be made aren't just the ones we could put on paper, we need wide-scale culture change that focuses on not just protecting and serving but also creating safer and healthier communities. We're calling upon everyone who works and intersects with these systems to consider your role in it and how you can be part of a more just and equitable system of public safety. This includes health, human, and social service providers who have an important role to play in ensuring equitable and lasting change.

Law enforcement is one example of a system impacted by structural and institutional racism. It's our responsibility to continue toward a whole-systems approach that takes a wider view of our government and public safety systems. We can have more equitable outcomes from these systems, these recommendations set us on that course.

Jason Molino
Tompkins County, N.Y. Administrator



This report is the single largest attempt to quantify the demand for law enforcement services in Ithaca and Tompkins County, and the results are crystal clear - a new form of public safety delivery is needed. Based in evidence and designed with equity in mind, we should create a new department that is better aligned with community values, resources, and officer abilities. I am committed to the work ahead - which is to actualize and implement these recommendations.

I have a deep gratitude for the many volunteers, data scientists, survey respondents, focus group participants, public commenters, law enforcement officers, and the Center for Policing Equity - who worked together for months to generate this report. Doing everything from analyzing call volumes to providing heart wrenching qualitative descriptions of on the street interactions, the combined efforts of our community make this the most comprehensive local snapshot that I have ever seen of policing and public safety.

What the report finds is both a deep appreciation for the current officers, and a compelling case that we need an even better, transformed system. We need our public safety officers to better represent the diversity of the community, be better equipped to de-escalate conflict, and be better able to connect people in crisis with social services. In short, the men and women of the Ithaca Police Department have performed their duties with admirable skill and professionalism, but for too long the answer to every human behavioral problem in our City has been to call the police. That has always been impractical, cumbersome, and has increased the danger for officers and Ithacans alike. It also functionally serves to criminalize homelessness, addiction, and mental illness.

I endorse the findings in this report, including the recommendation perhaps most likely to raise eyebrows. A patchwork of reforms to the existing ecosystem would be insufficient to bring about the change we need. A new Department of Community Solutions and Public Safety, built from the ground up, will make Ithaca a safer place to live for every Ithacan. A CSPS department designed by the evidence and staffed with well trained personnel - unarmed Community Solution Workers and armed Public Safety Workers - will strike some as a radical change. But it is backed up by the data (Appendix Item 6: Assessment of Public Safety Demand) which shows that IPD currently spends one third of it's time responding to calls for service that essentially never lead to arrests. Those calls, as well as a majority of patrol activity can and should be handled by unarmed Community Solution Workers well trained in de-escalation and service delivery. This will allow our new Public Safety Workers to focus on preventing, interrupting and solving serious crime.

The urgent need before us is to implement these recommendations. To transform the deep thinking, and love for the community, represented by the many thousands of hours of work into true structural change. We recognize the need for this document and it's recommendations to adapt over time and to be responsive to ever-changing community needs, the implementation process will allow for this to be a living document. And I look forward to working with the Common Council, City Staff, and all Ithacans to build this new, reinvented, system of public safety.

Svante Myrick
Mayor, City of Ithaca, N.Y.

Center For
POLICING EQUITY

As a research and action organization, the Center for Policing Equity (CPE) produces analyses identifying and reducing the causes of racial disparities in law enforcement. CPE uses evidence-based approaches to social justice and data to create levers for social, cultural, and policy change. Center for Policing Equity is guided by the following:

The path forward towards justice requires that we fight for what we believe. This is what we believe.

> The vicious legacy of White supremacy is a root cause of suffering across the globe. Systems that support White supremacy must be resisted and dismantled.
>
> All communities—but particularly vulnerable communities—are safest when they have the resources they need to prevent the crises that produce calls to 911. Providing those resources is foundational to keeping communities safe.
>
> When community members do have crises, the public's obligation is to provide appropriate resources to respond to those crises. Sending only law enforcement to respond to a crisis that is only about housing (for instance) does not make communities safer.

"The work we do to improve the systems we have should not impede the work we do to create the systems we need. And any work accomplished inside systems should not be used as a shield against, or as an off-ramp away from, the work communities are doing."

-Dr. Phil Atiba Goff, Co-founder, and CEO

Center for Policy Equity has served as project facilitators to provide process guidance and ensure organizational accountability to the residents of the City of Ithaca and Tompkins County.



Executive Summary

Introduction

This report serves as a roadmap for reimagining public safety in Ithaca and Tompkins County. This report explains the local collaborative process organized following New York State Executive Order 203, a series of recommendations to reimagine public safety in Ithaca and Tompkins County, and anticipated implementation mechanisms for the recommendations. This report is to be delivered to the New York State Governor's Office by April 1, 2021 per the executive order.

Definitions

Reimagining, for the purposes of this report, is defined as A systematic review and assessment that demands reflection on systemic injustice that compels innovative and creative solutions to emerge and be recommended.

Public Safety, for the purposes of this report, is defined as How systems of government ensure that all residents are safe and justice is served. Executive Order 203 specifically requests a response to racialized disparities and systems of safety and justice should be equitable across the boundaries of protected classes centering race but inclusive of all marginalized populations.

The **Reimagining Public Safety Collaborative**, was organized to bring the City of Ithaca and Tompkins County governments together to produce this report. The Collaborative recognizes the need to have this report serve as a living document rather than represent a final set of solutions. This document should serve as a roadmap that can be adapted thoughtfully as needed throughout the implementation process.

Much of the input offered through surveys and in focus groups were supportive of policing, recognizing a necessary role for officers to respond to crimes and "protect and serve" all people. A commonly expressed perspective was that police are asked to do too many things in our current society, and that their role of protecting and serving the people should extend to all groups, including those who are marginalized by the very system that should be protecting and serving them. Much of this input was directly paired with a call for police to act with more cultural competency and equitable practices employed when interacting with marginalized communities.

Mental health was an underlying theme throughout the community engagement process. Many community members bravely shared their experiences with trauma and anxiety related to policing, sympathy for the stresses placed on law enforcement officers, and that it's critical that this report address alternatives to policing in mental health crisis situations.

Addressing "Defund the Police"

Mirroring narratives expressed in movements across the nation, "defund the police" was prominently expressed by local activists in public forums, demand letters, social media posts, and other public platforms. The sentiment was not as actively expressed by focus group participants. There was a universal belief that the status quo was untenable and there is a need for change. In the focus groups and survey responses, Tompkins County residents expressed clearly their desire to feel safe, and the need for systems change and investments made in their safety (whether through equitable policing or more accessible human services). The Collaborative believes that safety belongs to everyone, not just those with power entrenched within systems. Rather than restrict allocated resources to law enforcement agencies, it is being recommended that strategic investments be made in all public safety and human services departments to improve justice, equity, diversity, and inclusion. It's also recommended that work be done to further eliminate aggressive policing tactics and prevent police violence. Alternative response models are key recommendations outlined in this report.

Another narrative shared through this process was the concept of "abolition" or "abolish the police." This report does support a significant reduction in the total footprint of police and the types of situations addressed by armed officers. The total abolition of law enforcement agencies was not seen as a viable approach to reimagining public safety in Ithaca and Tompkins County.

Alongside calls to "defund" or "abolish" the police were calls to "demilitarize the police." Recommendations in this report address the use of force and weapons carried by departments as well as military-style training and tactics employed by law enforcement agencies.

This report recommends that both the County and the City reallocate resources to newly established priority areas and alternative response models outlined in this report. Other agencies that are a part of the public safety ecosystem will be looked at through an equity-based lens, and funded appropriately relative to their work in public safety and implementing these recommendations.

The current state of both the City of Ithaca Police Department (IPD) and the Tompkins County Sheriff's Office (TCSO) are presented in this report. Significant work was done by both IPD and TCSO to prepare this information and to provide narrative on their law enforcement and community engagement work.

Recommendations

Below is a list of Recommendations made in this report, detailed recommendations can be found starting on page 33.

The recommendations below reflect a significant vision for change from Tompkins County and the City of Ithaca. These recommendations are being made to the local legislative bodies for adoption before the April 1, 2021, deadline and subsequent submission to New York State Governor Andrew Cuomo's office in response to Executive Order 203.

City - *Replace the City of Ithaca Police Department with a Community Solutions and Public Safety Department*

City & County - *Evaluate existing models and implement an alternative to law enforcement response system for crisis intervention and wraparound health and human services delivery*

County - *Better align available resources with emergency response needs by establishing a pilot program for non-emergency calls*

County & City - *Collect and evaluate the results of officer-initiated traffic stop enforcement*

County & City - *Identify new curriculum, redesign and implement a culturally-responsive training program that incorporates de-escalation and mental health components into a comprehensive response for law enforcement*

County & City - *Develop a comprehensive community healing plan to address trauma in the relationship between residents and law enforcement*

County & City - *Standardize data entry and review existing data sets for more actionable insights and allocation of public safety resources*

County & City - *Develop a real-time public safety community dashboard*

County - *Create a Tompkins County Public Safety Review Board*

County & City - *Develop a comprehensive, inclusive, and innovative recruitment strategy for law enforcement and corrections officers*

County & City - *Develop a County-wide program to promote and support holistic officer wellness*

County & City - *Seek ongoing and responsive collaboration from New York State Troopers operating in Tompkins County*

County & City - *Repurpose SWAT Mobile Command Vehicle to Tompkins County Department of Emergency Response and Develop Policies for Use of Mobile Command Vehicle, Centers*

County & City - *Conduct a Review of SWAT Callouts to Determine Appropriate Use of Service and Equipment*

City - *Grant City of Ithaca Community Police Board More Oversight Authority*

County - *Require public disclosure of District Attorney and Assigned Counsel Office Statistics on a quarterly and annual basis*

County & City - *Revise the Civil Service exam process to diversify law enforcement personnel*

County & City - *Advocate for New York State to grant local civil service authorities the authority to enact "continuous recruitment" of eligible candidates for law enforcement personnel*

County & City - *Urge Governor Cuomo and/or the New York State Legislature to reform disciplinary procedures for law enforcement personnel under Civil Service Law Section 75.*

Implementation Process

Tompkins County and the City of Ithaca are committed to an aggressive and thorough implementation process for the recommendations outlined in this report. The implementation process will include the creation of a Community Justice Center to lead and complete the work associated with each recommendation.

The establishment of the CJC will start with newly hired staff with support from both the City and County leadership and departments in both organizations. Implementation teams comprised of volunteer community members and city and county staff members will be assigned for each recommendation. The work associated with each recommendation will be trackable through an online tool that allows community members to provide input and sign up for process updates. Community members will also be able to express interest in joining working groups and the CJC will communicate directly with those who express interest with available opportunities.

The Collaborative acknowledges that systemic racism and police violence constitute a "dual pandemic" and that the response to this crisis should not only mirror that which was created for the local COVID-19 disease pandemic response, but be a long-term and well resourced system.