



**Plan for Reinvention of
Police Services
Village of Jordan
March 22, 2021**



Summary

How Can We Do Better?

Recent events in our country have compelled society to reflect upon its rules of conduct and how those rules are enforced. Whether by perception or reality, people feel that their law enforcement services do not reflect the culture and values of the populace they serve.

In 2020 Governor Andrew Cuomo mandated municipalities with police departments perform a re-evaluation and reflection on their policies and procedures to ensure they accomplish the goals of protecting both society and the individual, and enact reforms where agencies are lacking. This report reflects the efforts of the Village of Jordan, as part of a collaborative effort with the County of Onondaga and the town/villages within, to listen to the public on their concerns, review policy and practice to ensure fairness, openness, and impartiality, and make recommendations where change is needed.

The police are the public and the public are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

--- Sir Robert Peel

Background

How Did We Get Here?

On June 12, 2020 Governor Andrew Cuomo issued Executive Order 203, which mandated “municipalities that operate police agencies must perform a comprehensive review of 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.”¹

The Village of Jordan participated in a collaborative effort of all towns and villages of Onondaga County, along with the City of Syracuse and Onondaga County, to solicit community input, establish a framework to address the needs outlined by the Governor, engage leaders both within and outside the law enforcement community, access community leadership to ensure all facets of society were heard, and conduct a comprehensive review of established policies and practices to determine if current procedures require revision or reform.

The Executive Order requires that the municipality, and the head of the law enforcement agency therein, shall develop a plan to consider evidence-based strategies such as:

- Use of Force Policies
- Procedural Justice
- Restorative Justice
- Problem-oriented Policing
- Hot-spot Policing
- Focused Deterrence
- Implicit Bias Training
- Model Policies and Guidelines
- Systemic Racial Bias in Policing
- Violence Prevention/Reduction
- De-escalation Training/Practices
- Community-based Outreach
- Law Enforcement-Assisted Diversion
- Crime Prevention by Environmental Design

¹ Governor’s Executive Order #203

The municipality must consult with local stakeholders, including:

- *Members/leaders of the police force*
- *Members of the community, with emphasis on members having high interaction with police*
- *Interested non-profit and faith-based community groups*
- *The local District Attorney's Office*
- *The local public defender*
- *Local elected officials*

The municipality must develop a plan and implement its recommendations. The plan must be offered for public comment by the citizens of the locality, and after such comments are received and considered, shall be presented to the local governing body, which must ratify such plan by April 1, 2021 or face financial sanctions by the State of New York.

Towards this end, the Village participated in community forums hosted by the office of New York State Senator Rachel May. Six forums were held virtually on various dates, with the forum targeted for southwestern Onondaga County held on January 7, 2021. The Village of Jordan Police Department, through its Officer-in-Charge Edward Healy, also participated in the collaborative effort to examine and address policies, procedures, police structure, and resource deployment. This effort was organized by the Onondaga County Chapter of Chiefs of Police, and consisted of several sub-committees which brought relevant experts and community leaders together to examine each area required.

As a result of these efforts, Onondaga County released a Police Reform and Reinvention report on February 26, 2021. This report provides the template through which County town and village police departments may measure their operations, policies, and procedures to determine where changes are needed. The County collaborative report is incorporated by reference into this plan for the Village of Jordan, but for purposes of brevity will not be reproduced here; please refer to the County report for exact text.

Themes Identified in Forums

Community Trust
Police Demeanor, Brutality, and Profiling
Mental Health Alternatives to Police
Police Organization and Structure
Systemic Racism and Poverty
Schools and Youth
Recruitment and Training

The Village of Jordan, as a participating municipality in the County collaborative effort, endorses and supports these objectives in fostering an environment of mutual trust and respect between the police and those citizens they serve. All people, regardless of their heritage, identity, or circumstances, deserve to be treated with respect and dignity by the public servants responsible to provide community services. This plan will review and outline the goals and recommendations as listed in the collaborative report, and indicate how the Village either currently performs or shall incorporate such recommendations into the law enforcement operations of the Village.

In addition, a community forum was held at the Jordan-Elbridge Community Center on March 3, 2021. Hosted by the Village of Jordan Police Department OIC Edward Healy and New York State Police Lieutenant Todd Ramsing, this forum was specifically for residents within and around the Village of Jordan. The goals of the Executive Order were discussed, and input from the attendees solicited on how law enforcement in the Village is viewed by the residents.

Finally, this plan was presented to the Board of Trustees of the Village of Jordan on March 8, 2021, and following a period of review and comment, is scheduled to be adopted by the Village on March 22, 2021.

Areas of Focus

Organization of Functional Areas of Focus

To facilitate an organized approach to evaluating the scope of the reforms/re-imagination mandate, the County established five sub-committees, each with a specific focus area:

- **Police Structure**
 - *Use of Force*
 - *Body-Worn Cameras*
 - *No-Knock Warrants*
- **Police/Community Relations**
 - *Civilian Oversight/Transparency*
 - *Procedural Justice / Right-to-Know Laws*
 - *School Resource Officers*
 - *Community Engagement*
 - *Hiring and Diversity*
- **Crime Analysis**
 - *Problem-Oriented Policing/Hot-Spot Policing*
 - *Focused Deterrence*
 - *Crime Prevention Through Environmental Design*
- **Training**
 - *De-escalation Training*
 - *Use of Force Training*
- **Alternatives to Police Response**
 - *Mental Health Outreach & Response*
 - *Diversionary Programs / Community Courts*

The Village of Jordan plan herein enumerates the recommendations made by these sub-committees and how the Village of Jordan and its Police Department either currently performs, plans to address, or finds impractical the recommendations provided.

Police Structure

Use of Force

The Use of Force policy provides a guideline on the reasonable use of force for officers of the Department as part of their sworn duty to protect and serve the public. The policies set forth are operational guideposts and the Department's policy shall also include the standard, techniques and requirements contained within the instruction provided to officers as part of their basic, in-service, and on-the-job training. While there is no way to specify the exact amount or type of reasonable force to be applied in any situation, every member of the Department is expected to use these guidelines to make such decisions in a professional, impartial and reasonable manner.

The recommended model is the City of Syracuse Police Department's proposed Use of Force Policy. Highlights of the City's policies are:

- Use of force shall be consistent with current statutory and constitutional standards, principally the US Supreme Court decision in *Graham v. Connor*, 490 U.S. 386 (1989).
- Force used shall be only that which is reasonably necessary given the facts and circumstances perceived by the officer at the time for a legitimate law enforcement purpose.
- Officers observing other officers engaging in perceived unreasonable use of force have a duty to intercede to stop/prevent such unreasonable force, and report such force to a supervisor.
- Officers shall make all reasonable attempts to de-escalate potential threats where possible.
- Officers shall use deadly physical force only when necessary and proper to prevent the use of deadly physical force against the officer or a third person, with or without the involvement of a weapon. This includes limitation of the use of a "chokehold".
- All uses of physical force must be reported, both in writing and to a supervisor directly, in accordance with Department policy and State statute.

The Village of Jordan Police Department’s policies on uses of force are contained in the Patrol Guide under the following sections:

- Section 306 – *Use of Physical Force*
- Section 307 – *Use of Chemical Weapons*
- Section 308 – *Use of Deadly Physical Force*
- Section 310 – *Less-than-Lethal Devices*

The Village of Jordan Police Department’s use of force policy is modeled on the United State Department of Justice’ “Principles for Promoting Police Integrity” and describe the “use of force continuum” upon which the concepts are based. Officers are directed to use only that force which is minimally necessary to effect the arrest or defend a person from the use of force by an offender (§306.II.B). The continuum provides a scale upon which an officer may guide their selection of force options, using either more or less force as circumstances dictate (§307.II.A). Uses of force must be documented in an official report and reported to the Officer-in-Charge as soon as practical (§306.III.A, §307.III.B, §308.III.E, §310.V.A).

Action Plan: the Police Department’s policies reflect current standards and accepted practices and limitations on the use of force. The Patrol Guide shall be updated to reflect the officer’s affirmative duty to intercede to stop/prevent unnecessary use of force, emphasize the use of de-escalation techniques where practical, and shall explicitly prohibit the use of a “chokehold” unless specifically authorized as an application of deadly physical force.

Body-Worn Cameras

The Body-Worn Camera policy recommends patrol officers are issued and utilize body-worn cameras when interacting with the public and performing law enforcement functions. There are specific limitations on recording in private areas or circumstances of a sensitive nature.

The recommended model is the City of Syracuse Police Department’s proposed Body-Worn Camera Policy. Highlights of the City’s policy are:

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- Officers shall utilize a body-worn camera when assigned to patrol duties.
 - Officers shall active the camera when performing law enforcement activities, such as calls for service, traffic stops, search warrants, investigatory activities, confrontational/adversarial citizen encounters, uses of force, and arrests.
 - Officers shall not record in private areas or during sensitive interviews, such as sexual assault victim or support interviews, locker/bathroom facilities, or courtrooms.
 - Officers shall maintain equipment in proper working order and report malfunctions or inoperable equipment.
 - The Department shall maintain generated recordings for a specific period, retain recordings when necessary for legal process, and purge recordings not specifically being held at the end of the specified period.
 - The Department shall have a process to respond to requests for recordings under the Freedom of Information Law (FOIL) as well as criminal/civil subpoena.
 - Officers may review recordings as needed to ensure accurate and complete incident reporting and documentation in accordance with Department policies.

The Village of Jordan Police Department’s body-worn camera policy is contained in Patrol Guide under Section 316 – *Audiovisual Recordings*. The policies were updated in 2016 in accordance with the Onondaga County District Attorney’s recommended policies for law enforcement recordings. Officers are required to utilize recording devices (both in-car and body-worn) for all citizen encounters and law enforcement functions, not record in private or sensitive circumstances, report malfunctions, and review recordings as necessary. Officers are subject to disciplinary action for failure to utilize recording devices when appropriate. The Officer-in-Charge is responsible for digital uploads and storage, processing evidentiary recordings in conjunction with the District Attorney’s Office Digital Evidence Management System (DEMS), and facilitate compliance with FOIL requests.

Action Plan: the Department’s policies reflect current standards and accepted practices for body-worn cameras and other recording devices. The Department will pursue addition of an in-car camera system to the vehicle not so equipped as funding permits.

No-Knock Warrants

The recommendation addresses guidelines for the planning and serving of arrest and search warrants, with emphasis on high-risk or so-called “no-knock” warrants. The recommended model is the City of Syracuse Police Department’s Warrant Service Policy. Highlights of the City’s policy are:

- Supervisors must review and approve all requests for warrants.
- Applications for warrants must include a risk assessment to evaluate the potential for counter-threats. High risk assessments must be evaluated by competent personnel and alternatives considered.
- Requests for warrant service without prior notice (“no-knock”) must be approved by a command officer, and must articulate a clear and specific rationale.

The Village of Jordan Police Department’s warrant policies are contained in Patrol Guide Section 405 – *Search Warrants and Consent* and Section 406 – *Arrest Warrants*. Officers must submit an application for a warrant and have it approved by the Officer-in-Charge. The application must conform to State of New York statutory standards and the Fourth Amendment of the US Constitution.

Action Plan: the Department policies on warrants shall be updated to reflect the inclusion of a risk assessment of the persons/premises to be included with the application. The policy will also specify that any request for warrant service without prior notice must include evaluation, approval, and participation from specialized resources such as the New York State Police Violent Felony Warrant (VFW) team or Onondaga County Sheriff’s Office Warrant Unit to ensure all safety precautions and legal requirements are met.

It should be noted that in the past twenty years, the Village of Jordan Police has served exactly one search warrant. While dozens of arrest warrants have been served, none contained breaching requirements or forced entry.

Police / Community Relations

Citizen Review / Transparency

The County report recommends each municipality explore implementation of a civilian-led oversight agency to increase and improve efforts to build trust and ensure enduring accountability. The recommended model is the City of Syracuse Citizen Review Board, a civilian agency charged with investigating complaints of police misconduct independent of any investigation by the police agency. The Board Administrator utilizes an independent investigator and reviews the SPD Office of Professional Standards report to determine if a hearing is required. If so determined, a public hearing is convened and testimony taken. The Board then makes a determination if misconduct occurred, and if so what disciplinary actions are recommended.

The Village of Jordan Police Department's policy on complaints of misconduct are contained in Patrol Guide Section 303 – *Personnel Complaints*. The Officer-in-Charge is responsible to investigate complaints of officer misconduct. Detailed procedures for investigation of the complaint are enumerated, and requirements for written reports and notification of the complainant are provided. In the event misconduct is determined, disciplinary action recommendations are prepared for the Mayor (as Chief Executive of the Village) and must be approved. The policy also explicitly outlines coordination with the District Attorney's Office in the event criminal conduct is alleged or determined.

Action Plan: the Village of Jordan determines that a separate civilian oversight panel would be redundant to the Board of Trustees. The Police Department shall codify the informal policy of notification and inclusion of the Trustee assigned to public safety to be included as part of any misconduct investigation as the representative of civilian oversight.

Procedural Justice / Right To Know

Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars: **fairness** in the processes; **transparency** in actions; opportunities for **voice**; **impartiality** in decision making.

The model that was provided as an example was the City of Syracuse “Right To Know” law (General Ordinance 19-9). The law mandates certain minimum requirements of police officers when interacting with the public. This includes:

- Officers must identify themselves and provide their name, rank, and command to persons involved in law enforcement activity,
- Officers must offer a business card with the name, rank and shield of the officer, the address and phone number of the Citizens Review Board that includes solicitation of calls to the CRB, and the address and phone number of the Syracuse Police Internal Affairs office and solicitation of calls to the IA unit,
- It directs the head of the Syracuse Police to promulgate policies regarding searches of persons and places (based on consent) above that which is provided in New York State Law, require written or recorded documentation of consent, and mandate the officer provide written instructions to the person on how to obtain copies of the consent,
- Mandate reporting requirements by the Syracuse Police regarding total number of searches conducted, and total number of investigative encounters by type.

The County report also reflects some misgivings about the Syracuse ordinance as mandating a rigid and formalized relationship between officers and citizens and ignores the innocuous and friendly interactions police have with the public on a daily basis, as well as treads upon statutory requirements of the State regarding consent of searches.

The Village of Jordan Police Department’s Patrol Guide does not contain a mandate that officers identify themselves or present business cards with their name to citizens when performing law enforcement duties. Each officer is required to wear a shield with their identifying number (§312.III.I) and a nametag (§312.III.K) plainly visible on their outer

garment. Each officer is also provided business cards with their name and the phone number of the Village Hall. Officers are also required to be courteous and respectful at all times (§700.III.A.24).

Procedural justice is not an exact science, and there are many schools of thought on what makes a particular procedure or policy “fair”. The Police Department, in responding to a complaint or enforcing a statute, must ensure those involved understand the specific statute or complaint, the conduct that gave rise to the issue at hand, explain the potential outcomes and penalties, and listen impartially to those with information regarding the issue to ascertain a “just” result. Such is the requirement in all duties a police officer must perform.

Action Plan: the Village of Jordan does not see a necessity to enact a specific “Right-to-Know” ordinance for Village Police. The Police Department shall include, in its Rules of Conduct (Patrol Guide, §700) a requirement officers must identify themselves if requested. The Village will continue to ensure officers are provided business cards to distribute when necessary. Officers will also follow Patrol Guide Section 405 – *Search Warrants and Consent* to ensure valid, knowing consent is properly obtained when required.

School Safety and Security

The County report delves into the roles and requirements of school resource officers (SROs). SROs represent a close contact between youth and law enforcement and as such can have an immediate and long-lasting impact, both positively and negatively.

The Village of Jordan concurs with the recommendations regarding the selection, guidelines, and suggestions for SROs. At this time, there are no active law enforcement SROs in the Jordan-Elbridge Central School District. The SROs currently employed are retired police officers, and are not affiliated with any law enforcement agency; they act in their capacity as employees of the JECSD. Notwithstanding, the SROs maintain close contact and communication with the Village of Jordan Police and New York State Police-Elbridge, sharing information and threat assessments on a near-daily basis.

Action Plan: the Village of Jordan Police shall continue to maintain excellent working relationships with the SROs of the JECSD and provide assistance when necessary and authorized.

Diversity in Hiring

The County report encourages having a police department that accurately reflects the diversity of the community it serves. Recommendations include outreach on encouraging under-represented minority communities, ensuring hiring practices do not impose undue barriers to applicants of color, and suggests having full-time recruitment representation.

The Village of Jordan is 96.8% Caucasian (city-data.com, 2019 data). The seven officers who currently comprise the Police Department are all Caucasian; there are five males and two females. Officers are all part-time and are either retired or hold other employment. When openings occur, applicants are solicited from area police agencies, as the Village does not have the funding to hire and train a police recruit directly; applicants must currently possess certification as a police officer. Openings can last for many months as few officers apply. There is currently one vacant officer position.

Action Plan: the Village of Jordan shall continue to solicit applications for police officer positions from all qualified personnel, including communities of color. The Village neither encourages nor discourages hiring based upon race; hiring is based upon fitness and merit in all positions.

Crime Analysis

Problem-Oriented Policing / Hot-Spot Policing

Problem-oriented policing is an analytic method used by police to develop strategies that prevent and reduce crime. Hot-spot policing strategies focus on small geographic areas or places, where crime is concentrated. The example provided was Focused Deterrence through the use of the TRUCE initiative to reduce gun violence in the City of Syracuse, targeting specific criminal behavior committed by a small number of chronic offenders, such as youth gang members or repeat violent offenders (Chronic Offender Recognition Enforcement, or CORE).

The Village of Jordan Police Department does not maintain an adequate staff or resources for extended targeted programs such as CORE or Gun Involved Violence Elimination (GIVE). The Officer-in-Charge utilizes the resources available through the County (Criminal History, Arrest, and Information Records System (CHAIRS) and the 911 Center Computer-Aided Dispatch (CAD) system) and biannually analyzes calls for service by time of day and day of week. Deployment strategies and patrol shifts are guided by this information. Officers also maintain a close working relationship with the New York State Police-Elbridge barracks, and share information on incidents and offenders in near-real-time. The Village Police have long stated that there is no “credit” given or rivalry between agencies; it is the citizen’s need that drives services.

Action Plan: the Village of Jordan Police Department shall continue to share information and intelligence with the New York State Police and Onondaga County Sheriff’s Office, and shall expect to receive the same information and intelligence from said agencies.

Focused Deterrence

The County report and community forum responses include a desire to have law enforcement resources deployed in a manner that recognizes areas that experience a significant increase in criminal activity (of various types) and enhanced law enforcement services in this area.

The Village of Jordan utilizes data from the Central New York Crime Analysis Center (CNYCAC) and reviews this information periodically to determine if undetected patterns are emerging. Absent any developing trends, the Department scans available public resources (social media) for events and information that would necessitate changes or enhancement in patrol routines. For example, the Department strives to enhance patrol capacity during concert events at the Kegs Canalside Event Center, to ensure there is a visible deterrent patrol, traffic flows smoothly, and concerns are addressed promptly.

Action Plan: the Village of Jordan Police will continue to utilize tools and resources at its disposal to monitor activities in the Village, enhance operations as needed, and communicate special circumstances to concurrent law enforcement agencies as necessary.

Crime Prevention Through Environmental Design

This concept provides crime prevention methods to an area or specific businesses that deters offenders from attempting criminal activity by identifying and offering crime prevention strategies utilizing environmental design and physical factors. i.e. (placement of security cameras, lighting improvements, landscaping improvements. etc.).

The Village of Jordan, through its Board of Trustees as well as the Police Department, continually meet with citizens and business owners, provide information on recent occurrences and trends, and provide assistance and guidance on facilitating safer properties and practices. The Village has used Community Development grant money to improve businesses and properties in the downtown area, including improved lighting, enhanced sidewalk safety, and better visual sight lines.

Action Plan: the Village of Jordan will continue to encourage safer properties and practices within the community. Concepts of crime prevention through environmental design will be given consideration in grant proposals and community improvement projects.

Training

De-Escalation Training

The County report reflects a nationwide concern regarding the interaction between police and citizens, with some significant negative outcomes appearing in news headlines and protests/civil unrest in parts of the country. Particular attention was given to building trust and legitimacy in law enforcement, reflecting that law enforcement must adapt a guardian rather than a warrior mindset to build trust both within agencies and with the general public. Emphasis was made on:

- Training officers in a consistent approach during traffic stops (a common interaction) to ensure a fair, safe, and just outcome,
- Education of the community through outreach and dialogue on the expectations of police and motorist during a traffic stop,
- Provide in-person training to law enforcement on implicit bias awareness,
- Provide information to law enforcement agencies on available on-line training opportunities in implicit bias, confronting bias in law enforcement, fair and impartial policing, and managing implicit bias.

The report also delves into de-escalation training and the need for officers, to the extent possible at the time, attempt to de-escalate circumstances and stabilize the situation to reduce the immediacy of the threat. When presented with actors that are highly agitated and presenting a threat, officers are expected to be the calm, cooling presence and attempt to resolve the threat with the minimal force possible, keeping the actor, the officer, and the community safe. A cornerstone of this topic reflects “today’s suspect is a community member who may be tomorrow’s victim.”

The Village of Jordan Police Department sends officers to as much training as available within the resources of the Village. Many officers attend training at their own expense and must take time off their regular employment to do so. The Department also conducts annual in-service training for all officers on state-required mandatory topics (firearms qualifications, use of force, use of TASER devices, OSHA requirements, and policy/procedure review) and includes in this environment refresher training on bias

awareness, fairness and impartiality, and intolerance for discrimination (both in choice and in action).

Action Plan: the Village of Jordan concurs in the recommendations and shall have Village officers avail themselves of training in these areas whenever possible.

Use of Force Training

While not specifically addressed in the County report, implied in the topics outlined is a concern about the use of force, including deadly physical force, by police upon its citizens. National headlines list an ever-growing litany of people who have died during encounters with law enforcement. This is a growing problem for law enforcement, faced with a society that sees itself marginalized and rationalizes breaking society's rules (i.e. laws) as necessary to effect a social outcome or "unfair" based upon their personal circumstances. This problem is rooted in the defiance of lawful authority at the point of contact based upon the perceived injustice of the law or authority (police/government) and the "righteous cause" of the act or actor. Citizens demand that their civil authority be well-versed in proper use of physical restraint, use of technologies and tools to compel compliance, and have proper training to correctly apply the law in difficult situations.

The Village of Jordan Police maintain a constant threat awareness, both through national, state, and local information bulletins (CNYCAC) and intelligence-sharing among officers and agencies. Both in organized protest and individual acts, the Police strive to allow right of free expression balanced against the need to maintain order within the community. There has not been an organized "street protest" in the Village for over twenty-five years; that being said, the officers are trained and required to maintain professionalism and discipline at all times and are held accountable when necessary (Patrol Guide §306.III.E; §307.III.B; §308.III.E). Officers must also report use of any physical force for review by the Officer-in-Charge and/or the Board of Trustees as needed and for both for statistical tracking and reporting purposes.

Action Plan: the Village of Jordan will continue to send officers to available training on use of force, provide annual in-service training on use of force, and closely monitor any use of force by an officer as outlined in the Patrol Guide.

Alternatives to Police Response

Mental Health Outreach and Response

The County report recommends alternatives to law enforcement response wherever possible. This is particularly important in the area of mental health outreach, substance abuse, and crisis intervention. It strongly encourages strengthened collaborations between law enforcement and mobile crisis outreach teams, and recommends the County study, develop, and implement coordinated response to mental health emergencies.

Typically, the Village of Jordan Police have only a single officer on patrol duty. All officers have been advised of the existence of CIT-trained officers within the County and can call upon an officer from another jurisdiction when necessary.

Action Plan: the Village of Jordan concurs with the County recommendations, and will have officers participate in crisis intervention training whenever possible. Officers shall utilize CIT-trained officers from other agencies where necessary and contact mobile health crisis outreach as needed.

Diversions Programs / Community Courts

The County report also reflects that once encountered by law enforcement, offenders may still require additional resources and interventions to successfully conclude a positive outcome for the individual and society. This often translates to at-risk youth, chronic mental health problems, substance abuse, and domestic violence.

The Village abolished its Justice Court in 2020. The Town of Elbridge Justice Court serves as the judicial body for misdemeanors and violations within the Town inclusive of the Village. The Fifth Judicial District of the New York State Unified Court System also maintains court facilities for felony offenses, as well as a plethora of specialty court programs, such as community treatment court, juvenile adolescent offender court, veterans court, domestic violence court, and family court. Defendants receive

supervision, monitoring, and restitution programs like targeted community service in the communities harmed by their crimes. This approach safely reduces the use of jail while addressing the underlying problems that can lead to crime. The use of a Centralized Arraignment Part located at the Public Safety Building in Syracuse allows for individualized assessment of defendants to ascertain the underlying causes of the offense and recommend diversion into a specialized court or program.

Action Plan: the Village of Jordan concurs in the County report recommendations and will continue to support and participate in the judicial system diversionary programs where necessary.

Core Principles of Policing

Sir Robert Peel

founder of the London Metropolitan Police Service (1829)

3 CORE IDEAS

- **The goal is preventing crime, not catching criminals. If the police stop crime before it happens, we don't have to punish citizens or suppress their rights. An effective police department doesn't have high arrest stats; its community has low crime rates.**
- **The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the force. They will only accept this responsibility if the community supports and trusts the police.**
- **The police earn public support by respecting community principles. Winning public approval requires hard work to build reputation: enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.**