

# Irvington Police Policy Review Committee Recommendations

## Qualifications/Recruitment & Promotion Recommendations

- **Civil Service Law Changes.** The Committee is calling for changes in New York State Civil Service Laws which control much of this process. The Village in connection with other municipalities must put pressure on the state to bring about a more balanced system for hiring.
  - Amendment to “Rule of Three”
  - Increase Test frequency to at least every two years
  - Raise upper range of candidates age from 35 years of age to 40 years of age
  - Explore possibility of raising the lower age of candidates from 21 years of age to as high as 25 years of age
  - Increased Frequency of Promotional Examinations
- **Adoption of the Village of Irvington’s initiative to increase diversity through the development of a new hiring policy.**
- **Development of a plan to improve local candidate pool by promoting careers in law enforcement**

## Background: Qualifications/Recruitment & Promotion Recommendations

### Civil Service Law Changes

**Rule of Three Amendment.** State law presently calls for the ‘rule of three’. This means that the hiring body has to go to a Civil Service test and start interviewing only the top three test scorers. Other candidates further down on the list can only be included as the higher scoring people are eliminated. Therefore, the Committee recommends that New York State find a way of creating flexibility as to whom the list can include.

**Increase Test Frequency.** At present the Civil Service exam is given approximately every four years. As more Departments fill vacancies the list’s value begins to diminish, especially as time goes by. Presently the list is over four years old. This seems counterproductive due to the age of candidates and the inability of qualified candidates being able to be on the list. We recommend the test frequency be increased to at least every two years.

**Raise Upper Age Range of Candidates.** The Committee recommends that the upper range of candidates’ age be raised from 35 to 40. Many excellent candidates might be lost as people move from career to career. The greater the number of quality candidates available, the better our IPD will be.

**Explore Raising Lower Age Range of Candidates.** The Committee spent a great deal of time considering the lower age for candidates (presently 21) as well. Our discussions were inconclusive, so we recommend considering a study on the impact of changing the lower end of the scale from 21 years to as high as 25 years of age.

**Increased Frequency of Promotional Examinations.** The Civil Service promotional exam is currently offered once every 4 years, offering limited opportunity for

advancement. We support a County-wide effort to hold promotional exams more frequently (e.g., every 2 or 3 years instead of 4 years).

**Adoption of Village of Irvington's New Hiring Initiative.** Connected to the Committee's work, the Village of Irvington has taken the initiative to create a new hiring policy. A subcommittee has incorporated this into a new policy that was voted on by the entire Committee. We recommend the Board of Trustees adopt this version for the Police Department.

**Development of Plan to Improve Local Candidate Pool.** The Committee's discussions about hiring and candidates led us to an issue we felt needed more planning, how to improve the candidate pool locally. We recommend a plan be created to promote careers in criminal justice. Our suggestions included public safety and educational messages to insure stakeholders, including young people, understand how the IPD operates, what it does, and how it benefits the community. The belief was that this might lead to greater interest in pursuing a career in law enforcement.

### **Training/Officer Wellness Recommendations**

- **Increase recurring in-service training on mental health, crisis intervention and de-escalation.**
- **Mandated wellness screening of officers involved in traumatic situations**
- **Implementation of Project ABLE (Active Bystander for Law Enforcement)**
- **Enhancement of leadership training at all levels**
- **Develop formal management training for sergeants, lieutenants and the chief**
- **Explore development of mentorship program**
- **Explore development of training library**
- **Enhance awareness of IPD personnel about available mental health and employee assistance programs**

### **Background: Training & Officer Wellness**

It is the feeling of the Committee that it is essential to make revisions in training and officer wellness to insure officers' mental and physical health. The following recommendations were devised after much outside information gathering, listening to our officers and other committee members, guest speakers and much discussion.

**Increase recurring in-service mental health, crisis intervention and de-escalation.** The Committee recommends that the IPD increase its in-service training requirements to include recurring mental health, crisis intervention and de-escalation training. Increasingly, police officers are being asked to serve as first responders to most crises. Mental health and crisis intervention training can help improve the outcomes of these encounters. The trainings can provide officers with more tools to do their job safely and effectively.

**Mandated wellness screening of officers involved in traumatic situations.** The Committee recommends that all officers involved in a traumatic situation be mandated to attend a wellness screening/conversation to protect the officer as much as possible from PTSD.

**Implementation of Project ABLE (Active Bystander for Law Enforcement).** After hearing from representatives from Georgetown University's Project ABLE (Active Bystander for Law Enforcement), the Committee recommends that the initiative be implemented. Project ABLE prepares officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention. The intervention has been shown: to prevent misconduct; avoid police mistakes; and promote officer health and wellness. This will empower the IPD to be able to create better leaders and enable members take their craft to a higher level.

**Enhancement of leadership training at all levels.** The Committee recommends to further enhance leadership training to all levels by offering such training to all officers. All police officers can benefit from additional leadership training and may be called upon to use situational leadership skills to assess and defuse situations.

**Develop formal management training for sergeants, lieutenants and the chief.** Additionally, when strong leaders are identified and promoted, the Committee recommends more formal training be developed for sergeants, lieutenants and the chief. Currently, when an officer gets promoted to the rank of sergeant they are required to attend (by NYS DCJS) a 3 week first line supervisor school. There is formal training for Lt. and Chief but it is not mandatory. Also, leadership training is available through NYS training or FBI leadership training but it is not mandatory.

**Explore development of mentorship program.** It is further recommended that some outside resource be developed so the officers do not feel isolated and without anywhere to turn. It was hoped that with possible collaboration of other Rivertown Police Departments, some kind of mentorship program for all upon hiring for promotion, similar to what is seen in NYS schools.

**Explore development of training library.** In order to develop on-going training and not just rely on the County, we recommend that the IPD alone, or in conjunction with a consortium of other police departments, develop a library of training materials and videos possibly through a shared service agreement.

**Enhance awareness of IPD personnel about available mental health and employee assistance programs.** It is the belief of the Committee that the stress of today's world are even greater than the past and hopefully, society has learned how to deal with these circumstances. The Committee recommends that all IPD personnel be actively informed about available mental health and employee assistance programs.

### **Safety and Equipment Recommendations**

- **Equipment**
  - **Annual review of best practices for equipment, including new weapons.** The Committee recommends that there be an annual review of best practices for the use of equipment, including new weapons.

- **Annual exploration of possible utilization of other non-lethal weapons.** The Committee recommends that there be an annual review of the possible use of other non-lethal weapons.
- **Body-worn and dashboard cameras.** Officer surveillance can be useful in providing transparency and information about police and community member interactions. In order to increase accountability and transparency:
  - **Provision of body-worn camera.** The Committee recommends that every IPD officer be provided with a body-worn camera
  - **Provision of dashboard camera.** The Committee recommends that every police vehicle be equipped with a dashboard camera

**Background: Body-worn & dashboard cameras**

Law enforcement agencies across the United States and throughout the world are using body-worn cameras (BWCs) and dashboard cameras as promising tools to improve evidentiary outcomes, and enhance the safety of, and improve interactions between, officers and the public. BWCs also are proving to be an important tool to assist broader law enforcement, problem-solving, and community engagement strategies within jurisdictions.

BWCs can be highly effective resources, providing an unalterable audio and visual record of interactions that capture empirical evidence in the event of a crime, police-citizen interaction, or use-of-force incident. <https://bj.a.ojp.gov/program/body-worn-cameras-bwcs/overview>

- **New Equipment**
  - **Development of guidelines.** The Committee recommends that whenever new equipment is being utilized that policies and guidelines be developed for how the equipment is to be used.
  - **Mandated training on use of new equipment.** The Committee recommends that specific instruction for use of new equipment be provided to officers through training, and that training information be retained by the department for future use and review.
- **Data Storage**
  - **Body-worn camera database.** The Committee recommends that the IPD consider establishing or participating in a shared body-worn camera database with other localities through a Shared Services Agreement.
  - **Compliance with DCJS and NYS guidelines.** The Committee recommends that the data and information collected by IPD through surveillance equipment be subject to DCJS and state guidelines.

**Accountability/Evaluation Recommendations**

Accountability involves holding both individual officers, as well as the Irvington Police Department and other law enforcement agencies responsible for effectively providing basic services within police function while treating citizens fairly and within the bounds of law. Accountability also means offering clear pathways and support to officers who are promoted into leadership positions.

- **Officer Promotion.** Officers are promoted into leadership positions through the recommendations of their supervisors (reviewed once annually) and the Civil Service Promotional Exam.
  - **Review of Officer Evaluation Procedure.** The Committee recommends that the current IPD officer evaluation be reviewed to more expansively identify the skills and competencies that are needed for leadership positions, alongside strategies for successful officer community engagement.
  - **Officer Input to Evaluation Process.** The Committee recommends that officers are able to provide feedback on their own performance and skills in order to submit input on their evaluations.
  
- **Officer Resignation**
  - **Implementation of Exit Interviews.** Officers leave the department for a variety of reasons. At the current time there is no formalized process around gathering information when an officer resigns. Such data can be useful in assessing department culture, patterns, hiring practices, opportunities, and challenges. The Committee recommends that exit interviews, which are an integral and necessary part of the resignation process, be conducted. Furthermore, the Committee recommends that the exit interviews be conducted outside of the IPD, potentially by a person within Village administration.
  
- **Improved process for public feedback on officers.** Feedback/complaints are currently accepted by the on-duty desk officer at the IPD station, or in writing to the Chief of Police. Upon receipt of a complaint, the same is investigated as an Internal Affair by the Lieutenant. The results of the investigation and potential need for sanctions is forwarded to the Chief of Police. The Committee recommends that the IPD provide a process for the public to submit feedback (positive or negative) online to address comfort and accessibility issues.
  
- **Creation of Civilian Complaint Review Process.** The Committee recommends the creation of an independent body with subpoena power to investigate allegations of misconduct by IPD officers. The preferred action would be through a Shared Services Agreement with the County Office of Police Accountability, which is being developed by the County. An alternative to this Office might be turning to neighboring police departments for investigation of allegations of misconduct.
  
- **Misconduct Findings.** Outside investigations would result in substantiated or unsubstantiated findings. Findings of fact and recommendations for further action in **substantiated** cases would be made public and reported to the Westchester District Attorney's office and/or other governmental licensing bodies" NOTE: Consistent reporting to the DA and other agencies allows all agencies, including PDs, to conduct meaningful background checks. Findings of fact in **unsubstantiated** cases would be sealed.
  
- **Sanctions for substantiated cases.** For substantiated cases, sanctions would be determined by the IPD. At a minimum, the IPD's disciplinary action will be made available upon request.

- **Reporting of Lawsuits.** The Committee recommends that the reporting of lawsuits against IPD and/or officers be available upon request.

### **Policies and Procedures Recommendations**

- **LEAP & CALEA Accreditation.** The Committee recommends that the IPD completes the accreditation process through New York State Law Enforcement Accreditation Program (LEAP). After becoming LEAP accredited, the IPD will **explore** pursuing the national Commission on Accreditation for Law Enforcement Agencies (CALEA) Advanced Law Enforcement Accreditation Program.
- **IPD Manual Updates**
  - **Mobile Application.** The Committee recommends that the IPD Police Manual be more readily available to the officers, possibly through a mobile application. (*See Technology Section below*)
  - **Streamlining of Duties & Responsibilities Section.** The Committee recommends that the Duties and Responsibilities Section 102-4 be streamlined.
  - **Inclusive Language.** The Committee recommends that the use of the pronouns his/her and he/she in the IPD Manual be changed to the more inclusive “they/them.”

### **Background: Policies and Procedures Recommendations**

#### **LEAP & CALEA Accreditation**

The New York State Law Enforcement Accreditation Program (LEAP) provides a comprehensive blueprint for effective professional law enforcement accreditation. The accreditation standards are divided into three categories: administrative, training and operations. Participating law enforcement agencies are expected to implement all program standards. The standards incorporate key provisions of New York State laws, codes, rules and regulations and requirements set forth by the Municipal Police Training Council. LEAP provides formal recognition that an agency meets or exceeds general expectations of quality in the field. The benefits of accreditation include:

Independent confirmation that policies comply with professional standards

- Assurance of fair recruitment, selection and promotion processes
- Diminished vulnerability to civil lawsuits and costly settlements
- Enhanced understanding by agency personnel of agency policies and procedures.

The Committee was concerned upon learning that the IPD had been a participant in the New York State LEAP in 1994 but no longer participates in the program. The accreditation has since lapsed due to administrative burdens and lack of resources. The Committee feels strongly that the IPD pursue LEAP and be given the resources to make this possible. After becoming LEAP accredited, the Committee recommends that the IPD explore pursuing the national Commission on Accreditation for Law Enforcement Agencies (CALEA) Advanced Law Enforcement Accreditation Program. Although this accreditation may incur additional training costs and other

expenses, it may reduce the cost of liability insurance and will ensure that the IPD operates at the highest possible standard of U.S. law enforcement.

### **De-escalation and Crisis Intervention Training**

According to the Westchester County Police Reform & Re-Imagining Task Force 2021 Report, recruits currently spent 37.5 hours in “Fundamental Crisis Intervention Skills” at the Westchester County Police Academy which provides them with an understanding of people in mental health crisis and skills to deal with the associated law enforcement challenges. The main objective of the training is “to provide officers with the necessary tools to properly interact with people who are having a mental health crisis and to help them de-escalate the situation in an effort to avoid physical force and best assist the person in crisis.” (p.66) The IPD currently requires 3 days of in-service training after a recruit becomes an officer. The Committee felt that each officer should receive on-going Crisis Intervention and De-escalation Training on an annual basis.

### **IPD Manual Updates**

#### **o Mobile Application**

The IPD Police Manual (the “Manual”) is currently consists of hundreds of pages. Although the Manual contains a Table of Contents, it is difficult to access and expensive to reproduce copies. The Committee recommends that the development of a Mobile Application of the Manual be explored to provide the officers with greater ease of access to the policies and procedures. Some officers were concerned that it would not be feasible for them to even consult a mobile application of the Manual in exigent circumstances.

#### **o Streamlining of Duties & Responsibilities Section**

Section 102-4 of the IPD Manual which outlines the Duties & Responsibilities of all employees of the Irvington Police Department, including Chief of Police, Lieutenant, Patrol Division Commander, Police Sergeant, Police Officer, Detective, Youth Officer, Desk Officer, Civilian Parking Enforcement Officer, School Crossing Guard, Matrons and Civilian Executive Assistant. is currently 10 pages. The Committee felt that these duties should be reviewed and streamlined.

#### **o Inclusive Language**

The IPD Manual currently uses the pronouns he/she or his/her. Recognizing that gender neutral language is becoming more standard and reflects greater inclusivity, the Committee recommends that more gender/bias-free language be used. The use of masculine and feminine pronouns in the Manual should be replaced with the use of an indefinite pronoun (someone, anyone, one) or re-phrased using the plural they or their.

### **Community Engagement Recommendations**

- **Implicit Bias and Cultural Competency Training.** The Committee recommends implicit bias and cultural competency training for all law enforcement personnel, including uniformed and civilian personnel.

- **Use of Walking and Bicycle Tours.** The Committee recommends greater use of walking and/or bicycle tours, when possible.
- **Community Events and Programs.** The Committee recommends that the IPD catalogues and publicizes all of the community events/programs that the Department is involved in and designates specific officers who are responsible for these events and programs.
- **Youth Engagement.** The Committee recommends that the IPD publicize and continue its non-enforcement engagement with youth outside of school programming.
- **Community Liaisons.** The Committee recommends that the IPD create additional community liaisons to serve as ambassadors to various segments of the population, especially those who are members of traditionally marginalized groups such as the LGBTQAI+ community, and immigrants.
- **PACT.** The Committee recommends that the IPD consider replicating the Westchester County's Police and Community Together (PACT) community engagement program.
- **Social Media.** The Committee recommends that a formal review of the IPD's use of social media be undertaken with the goal of determining recommendations for better use of social media for community outreach and engagement.
- **Website.** The Committee recommends that there be a formal review of the IPD's website with recommendations to make the website user friendly and accessible to those who do not speak English. The website should also include information to educate the public on the IPD's mission, values, principles and operations. There should be a clear differentiation between the IPD official website and the PBA's website. Both websites should be secure.
- **Auxiliary Police Force.** The Committee recommends that the IPD consider the creation of an auxiliary police force possibly in conjunction with neighboring departments in the Rivertowns.

## **Background: Community Engagement Recommendations**

### **Implicit Bias and Cultural Competency Training**

The Committee recommends that implicit bias and cultural competency training be mandated for the IPD in alignment with the Village's mandate to introduce similar training for all of its Departments. The Committee felt it was important that officers and civilian personnel receive training to raise awareness of implicit bias and equip officers with strategies to recognize implicit bias and implement strategies to help officers to continue to be aware of and respect cultural differences and norms. Unconscious bias training may help officers explore the unconscious associations that might affect their split-second decisions. Reducing the influence of implicit bias is important to strengthening the relationship between the police and the community.

### **Use of Walking and Bicycle Tours**

The Committee feels that walking and bike tours could create additional opportunities for increased contact with the community. Unlike patrol tours, where casual contact with the public is more challenging, walking and bike tours give the officers an opportunity to have additional nonenforcement contact with the community.



## **Community Events and Programs**

The Committee was pleased to learn that the IPD hosts many programs that are well attended by community members and where they volunteer alongside community members. Some of these programs have included Coffee with a Cop, Senior Breakfasts, a Food Drive for Senior Citizens, assisting the Parks and Recreation Department with food deliveries, and Halloween events. In particular, there is a Senior Citizen Liaison Officer that works with the Senior Center. The Committee discussed the possibility of the IPD working with high school student volunteers as well. The PBA currently lists on its website some of the community events and programs, but the Committee felt that it was important to keep the information on the IPD website as well and to keep the information updated. It is a good way to showcase the work that is already being done by the IPD and gives them the opportunity in the future as they expand or create new events and programs to share them with the community.

## **Youth Engagement**

The IPD currently has several events specifically aimed at increasing its engagement with the youth. While the police have participated in the D.A.R.E. program and continue to participate in iASK, this Committee specifically recommends that the IPD continue its work with youth and publicize its youth programs outside of the school setting. The IPD participates in Sleep Outs in Matthiessen Park, Movie Night in Memorial Park, hands out ice cream during Bull Dog Days in Dows Lane and the Main Street School and has hosted barbecues. Several police officers volunteer as coaches in the Village, and officers have sponsored a Sports Award Night for the high school. The Committee recommends that the IPD continue its youth outreach with a particular attention to nonenforcement activities. The IPD can also use these opportunities to increase interest in our youth pursuing careers in law enforcement.

## **Community Liaisons**

The IPD has a Senior Citizens Liaison and a School Youth Officer. The Committee considered other groups in Irvington that could benefit from a special liaison as well to serve as an ambassador between the IPD and certain segments of the community. The Committee recommended that the IPD explore a liaison with the LGBTQAI+ community and the immigrant community.

## **PACT**

The Committee is recommending that the IPD develop additional community engagement activities and perhaps consider replicating the Police and Community Together (PACT) program that was developed in Mount Kisco. PACT focused attention on serving the immigrant Latino population who were sometimes unfamiliar with local laws and police procedures and took steps to promote communication and education between Police Officers and the immigrant Latino community. Pamphlets and brochures on different topics were developed and distributed to the community. Although Irvington does not have a large immigrant population, the fundamental tenets of the PACT program, which include community meetings, cultural competency training

for Police Officers and a volunteer support committee might be adopted to enhance overall community engagement.

### **Social Media and Website**

The Committee agreed that the IPD's use of social media and its website can be important tools to communicate with the community. Both can be useful to inform the public of events and assist the Department with community outreach. The Committee recommends that the social media policy be reviewed and updated on a regular basis. In addition, the IPD's use of social media in its official communications as well as the use of social media by individual officers, must be checked to ensure its alignment with the Department's mission and values. While the Committee was meeting, the IPD had already updated its website to include the names and email addresses of all officers and will include pictures in the near future.

The Committee also expressed the importance of making sure the IPD website is secure, user friendly and clearly differentiated from the PBA website. The Committee recommended that the IPD explore ways to make the website accessible to non-English speakers as well.

### **Auxiliary Police Force**

The Committee is in favor of the Village of Irvington exploring the creation of an auxiliary police force. This could help with community engagement as well as interest youth in careers in law enforcement. Given the practical limitations and the small size of the Village, the Committee recommends that the idea of creating an auxiliary police force be explored as a shared service with the other Rivertowns.

### **Data and Transparency Recommendations**

The Committee recommends that the IPD expand the information that it makes publicly available in order to increase public awareness of crime and safety issues, as well as to provide greater transparency and public insight into the police department's work. Specifically, we recommend that the following types of information be maintained by the IPD and made publicly accessible via the IPD website.

- **IPD Police Manual.** The IPD Police Manual be made available to the public in a downloadable and searchable format.
- **Officer roster.** The IPD's uniformed personnel roster with names (already done) and pictures (to be included) of IPD officers.
- **Crime statistics.** Statistics on crimes reported in the Village of Irvington, anonymized and broken down by type of crime and geographic location at the block- or neighborhood-level.
- **Police stop data.** Statistics on police-initiated Terry and traffic stops and calls for service targeting individuals, anonymized and broken down by stop outcome, geographic location, and demographics of persons stopped or targeted.
- **Freedom of Information Law (FOIL) requests.** Instructions on how to submit a Freedom of Information Law (FOIL) request, including generic forms in a digital format. This process

should be examined and improved. In addition, commonly FOIL-ed documents should be placed on the IPD website.

Community input is essential to responsive government. Therefore, we recommend that opportunities for community input be expanded and in some cases formalized, to include:

- **Compliment procedure.** Establishment of a formal procedure by which a member of the public may compliment a police officer.
- **Complaint procedure.** Reexamination and improvement of the Department's complaint filing process, as it pertains to anonymous complaints and to complaints that originate both within and outside of the IPD.
- **Community survey.** Conducting a community survey evaluating satisfaction and public priorities and other topics to be reviewed at least every three years.
- **Police survey.** Conducting an internal police officer survey evaluating job satisfaction and other topics to be reviewed at least every three years.
- **Officer business cards.** Enacting a formal policy requiring that officers identify themselves and provide a business card containing the officers' name(s) and IPD contact information in the course of officer-initiated stops (including traffic and pedestrian Terry stops) as well as officer-initiated contacts resulting from calls for service.
- **Police Community Council.** Establishment of a Police Community Council comprised of stakeholders from the community.
- **Peaceful protest surveillance policy.** The IPD should continue its policy of not taking information to identify and keep track of persons engaged in peaceful protest.
- **Use of police Spanish language translation application.**

## **Background: Data, Transparency and Technology Recommendations**

### **IPD Police Manual**

The Committee recommends that the IPD Police Manual be made publicly available in a downloadable and searchable format. The Irvington Police Manual is an indispensable document providing formal descriptions of all departmental policies and procedures in addition to Mission and Values Statements, which set out the ideals and priorities that guide the Department's work. The Committee believes that making the Manual publicly accessible and electronically searchable will facilitate public awareness of the full range of Department policies.

### **Officer roster**

While acknowledging that many IPD officers are well known among Irvington residents, because the Village has attracted many newcomers, and officers also interact regularly with non-residents, the Committee recommends that the names and photographs of IPD's uniformed personnel be made available on the IPD website so that the extended community can get to know the police force.

### **Crime statistics**

The Committee recommends that statistics on crimes that occur in the Village of Irvington be made publicly available. The Committee felt that providing this information would increase safety by making the public aware of crime and security issues, in addition to providing insight into trends that impact the IPD's work. To be most informative without compromising privacy, the Committee recommends that crime statistics be anonymized and broken down by type of crime and street block.

### **Freedom of Information Law (FOIL) requests**

The IPD currently makes available a FOIL request form prefilled to request specific types of records. The Committee recommends that instructions on how to submit a FOIL request, including generic forms in a digital format, be made available and that the process by which the Department receives FOIL requests be examined and improved. In addition, commonly FOIL-ed documents should be placed on the IPD website.

### **Compliment procedure**

The Committee recommends that a formal procedure be established by which a member of the public may compliment a police officer.

### **Complaint procedure**

The IPD currently receives few complaints, but Committee members were concerned that to some extent the dearth of complaints might reflect public apprehension about filing complaints given the small-town nature of the Village. [NOTE-This concern was borne out by community survey data indicating that about 15% of respondents had complaints but didn't report them.] To make the complaint process as accessible as possible to both officers and community members, the Committee recommends that it be reexamined and improved, and also expanded to accommodate anonymous input.

### **Community survey**

The Committee conducted a community survey evaluating satisfaction and public priorities with the IPD. Specific topics addressed included satisfaction with the IPD, evaluation of the IPD on multiple dimensions, priority ranking of various policing functions, number and type of contacts with officers and satisfaction with those contacts, and experience with filing complaints. The Committee recommends that such a survey be conducted at least every three years, and that topics be reconsidered regularly in order to address new questions and concerns as they arise.

### **Police survey**

The Committee conducted a survey of current police officers (23) together with officers who have left the IPD within the past five years (5). The survey evaluated officer satisfaction with their job, how the officers see their role as well as their views on police-related policy issues. The Committee recommends that such a survey be conducted at least every three years, and that topics be reconsidered regularly in order to address new questions and concerns as they arise.

### **Officer business cards**

Even under the best of circumstances, police stops can be stressful. As a result, the person who is stopped may neglect to ask for key information or be unable to recollect that information

later. Therefore the Committee recommends that the IPD enact a formal policy requiring that officers identify themselves and provide a business card containing the officers' name(s) and IPD contact information in the course of officer-initiated stops (including traffic and pedestrian Terry stops) as well as officer-initiated contacts resulting from calls for service.

### **Police community council**

In the fall of 2020, the Village of Irvington created a committee to “re-imagine” the police department, review existing policies and make recommendations for changes. This Report is the culmination of the work of the committee. The Committee is now recommending that the work of the Committee continue through the establishment of a Police Community Council that will be comprised of stakeholders from the community.

### **Formalization of peaceful protest surveillance practice**

We recommend that the IPD formalize its practice of not taking information to identify and keep track of persons engaged in peaceful protest.

### **Use of police Spanish language translation application**

This Spanish language application provides a simple and effective way for police officers to overcome language barriers. Developed in a yes/no format, this app covers everything from routine traffic stops and lost children to domestic violence and interrogations.