

Appendix B

Appendix Documents can be found at:
www.saratogacountyny.gov/departments/sheriffs-office/executive-order-203-advisory-group

Executive Order 203 Compliance Group Survey

COMMUNITY DISCUSSIONS ON REFORM AND REINVENTION OF POLICING IN SARATOGA COUNTY

The Saratoga County Sheriff's Office serves the law enforcement needs of all the citizens of the County and strives to do so in a professional manner, respecting the rights of all our citizens without regard to race, color, nationality, creed, gender or sexual orientation. Our policies and procedures are developed and carried out with that goal in mind and our Deputy Sheriffs are selected, trained and supervised with that goal in mind.

We use our knowledge, experience and professional judgment, combined with available information, data, analysis and research to develop our Saratoga County Sheriff's Office policing strategies, policies and procedures. Members of the Sheriff's Office have spent the last four years reviewing, researching and drafting updated policies which has resulted in nearly every policy in the Sheriff's Office Law Enforcement Division being updated for compliance with model policies, state and federal statutes and recognized best practices in law enforcement. Some of the relevant strategies, policies and procedures and related issues are set forth below for community discussion and comment.

To complete this survey you will need to view several items included in a pdf appendix which can be found at

[https://drive.google.com/file/d/1FiwgEXAthHLZCyFsWwhj4oeJH1umh105/view?](https://drive.google.com/file/d/1FiwgEXAthHLZCyFsWwhj4oeJH1umh105/view?usp=sharing)

[usp=sharing](https://drive.google.com/file/d/1FiwgEXAthHLZCyFsWwhj4oeJH1umh105/view?usp=sharing) . You should have this appendix open in a separate tab or window while completing this survey.

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1. Model Policies Promulgated by the Municipal Police Training Council (MPTC)

The State MPTC from time to time develops a model policy on one or another aspect of police operations, which it offers to police agencies for consideration for adoption. Other organizations also develop model policies. Not every model policy is suited to adoption by every agency. Many agencies develop their policies and procedures by studying model policies from many sources, and by studying actual policies being successfully used by other law enforcement agencies around the country. Our Sheriff's Office has contracted with an outside consultant, Lexipol Inc., to ensure that our policies are all in compliance with the requirements of the MPTC model policies as well as state and federal statutes and case law and to provide training to our members on these policies.

Do you have any concerns about how the Sheriff's Office maintains compliance with model policies promulgated by the MPTC? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Questions or Comments

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2. The New York State Law Enforcement Accreditation Program (NYSLEAP) Standards

The Law Enforcement Agency Accreditation Council establishes a set of standards which a law enforcement agency seeking accreditation must comply with. Law enforcement accreditation is not mandatory for police agencies in New York State, and not every agency is able to attain accreditation from the Council. Our Sheriff's Office meets all of the accreditation standards of the NYSLEAP and has been an accredited police agency continually since 1992. The Sheriff's Office also holds accreditations for its Correctional Facility and 911 Center. Of the 10 police agencies operating in Saratoga County, only the Saratoga County Sheriff's Office, State Police and Waterford Police Department are accredited by the New York State Law Enforcement Accreditation Council.

According to the New York State Division of Criminal Justice Services:

The NYS Law Enforcement Accreditation Program provides formal recognition that an agency meets or exceeds general expectations of quality in the field. The program has four principal goals:

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

In essence, accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective. The cornerstone of the Accreditation Program lies in established standards that contain a clear statement of professional requirements. Agencies participating in the program conduct a thorough analysis of their organization to determine how existing operations can be adapted to meet established standards. When an agency adopts policies and procedures that meet the standards, a team of independent professionals conducts an on-site assessment to verify that all applicable standards have been successfully implemented. This process culminates with a decision by the NYS Law Enforcement Accreditation Council that the agency is worthy of accreditation.

(<https://www.criminaljustice.ny.gov/ops/accred/accred11.htm>).



Do you have any questions or concerns about how the Sheriff's Office maintains compliance with the NYSLEAP? *

- ☐ Yes
- ☐ No
- ☐ Maybe

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3. Deployment

Our patrol area is divided into three sectors with eleven zones. Each zone covers one or two towns. Each town is its own post within the zone (See deployment map, appendix A). Deputy Sheriffs are deployed each shift to cover a single post, multiple posts or multiple zones depending on the time of day, time of year, weather, and other relevant information. Post coverage is a fluid process that is determined on a shift-by-shift basis and frequently modified during a given shift as situation arise that require changes. There is a minimum of two supervisors (Sergeant or Captain) working per shift who provide direct supervision to Deputy Sheriffs in the field as well as monitor call volume and changing conditions to adjust deployment. The Sheriff's Office has 139 staff sworn law enforcement officers of which, 78 are Deputy Sheriffs assigned to patrol duties, 25 are supervisory and management staff, and 11 are criminal investigators. The remaining staff are assigned to administrative functions including evidence, training, school resource officers, community outreach, sex offender management, narcotics, administrative functions, etc. The Deputy Sheriffs and Sergeants are divided among three 8-hour shifts, (day, evening and overnight) and five stations (Corinth, Wilton, Milton, Clifton Park and Halfmoon). This results in patrol coverage ranging from single digit patrol coverage on some overnight shifts to as many as twenty-plus on days and evenings depending on multiple variables such as special details, traffic unit assignments, etc.

Do you see this deployment practice as demonstrating any racial bias? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you see any other problem with this deployment practice? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Questions or Comments

Your answer

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4. Policing Strategy

Our reason for deploying our resources where and how we do is primarily based on call volume and anticipated response times with consideration to the number of resources available during the given patrol shift. While we do take proactive steps to deter and stop crime including programs outlined below, given the size of Saratoga County and the size of the Sheriff's Office patrol division, we remain primarily a reactionary force in many parts of the County. According to the FBI 2019 Crime in the United States report, of 3,000 county police agencies reporting data, the average number of full-time, sworn law enforcement officers was 2.8 per 1000, 4.7 per thousand both sworn and non-sworn staff. For suburban areas the numbers were slightly less at 2.5 and 3.8 respectively. (<https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/police-employee-data>).

The 2019 Saratoga County population estimate by the US Census Bureau was 229,863. Utilizing these statistics, Saratoga County would need to have between 574 and 643 sworn law enforcement officers to match the average for suburban and county averages nationwide. Saratoga County currently has approximately 375 full-time sworn law enforcement officers including all police agencies in Saratoga County.

Do you see this policing strategy as demonstrating any racial bias? *

- ☐ Yes
- ☐ No
- ☐ Maybe



Do you feel that this policing strategy results in unfair, disproportionate policing of any community based on race, nationality or any other independent identifier (E.g. gender, sexual orientation, economic condition, etc.)? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you see any other problem with this policing strategy? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you think we have enough Deputy Sheriffs, need more Deputy Sheriffs, or need fewer Deputy Sheriffs to serve you? *

- ☐ Staffing Appears Adequate
- ☐ More Staffing is Needed
- ☐ Less Staffing is Needed
- ☐ Unsure

Questions or Comments

Your answer

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5. Use of Force

Our newly updated policy on use of force is attached as Appendix H. This policy is nearly finalized and has been released to Sheriff's Office members for review and comment.

Do you see this use of force policy as demonstrating any racial bias? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Questions or Comments

Your answer

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6. Procedural Justice

The policies of the Sheriff's Office are designed to ensure that everyone encountered by the Sheriff's Office staff is treated fairly with respect and dignity. Our policies that promote procedural justice include our Mission Statement (Appendix B), Code of Ethics (Appendix C), Hate Crimes policy (Appendix D), Biased-Based Policing policy (Appendix E) Immigration Violations policy (Appendix F) and Standards of Conduct (Appendix G). The Sheriff's Office has a robust internal affairs program for receiving and investigating complaints against agency members. The Sheriff's Office also has a rich history of community engagement with civic and community groups and organizations. Deputy Sheriffs are routinely present at community events to engage with the public in support of an open dialog. We also are in close contact with local elected officials to ensure that we are meeting the needs of the community at the local level. The Sheriff's Office maintains transparency by working closely with members of the press to ensure that accurate, up to date information about the operations of the Sheriff's Office are available to the public. Where required, certain records are only available through Freedom of Information request with appropriate redacts to protect private information. The Sheriff's Office currently does not have in-car or body-worn camera video of any interactions with the public. The cost of an in-car and body-worn camera program could exceed \$200,000 per year plus additional staffing to manage the program.

Are there additional steps we could take to give people confidence that we treat all citizens equally and fairly? *

- ☐ Yes
- ☐ No
- ☐ Maybe



Should the County invest in providing in-car and/or body-worn cameras for all Deputy Sheriffs while on patrol? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Questions or Comments

Your answer

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7. Bias

Our Mission Statement (Appendix B) and Code of Ethics (Appendix C) are the guiding principles behind all of our policies. As law enforcement professionals, we recognize that implicit bias exists in our society and likely within our ranks. These guiding documents specifically indicate that our members will not make decisions or take actions based on personal feelings, prejudices, or beliefs and will treat everyone equally and fairly at all times. These principles are repeated and reinforced throughout our policies (e.g. Appendix H 300.2 Use of Force Policy) and specifically detailed in our Bias-Based Policing policy (Appendix E). As of this time, the Sheriff's Office has not conducted implicit bias training for all of our members.

Are there additional steps we could take to assure citizens that our agency is free of bias in our actions? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Are you aware of any studies that support such additional steps?

Your answer



Questions or Comments

Your answer

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8. De-Escalation

The Sheriff's Office specifically states that members should use de-escalation tactics in lieu of use of force in situations where it is reasonably permissible (Appendix H, Use of Force policy 300.3.1). The Sheriff's Office employs a computerized use of force training simulator which mimics actual police encounters. During the scenario, Deputies have access to all of their lethal and less-than-lethal weapons. The scenarios are proctored and can evolve or devolve based on the interaction of the Deputy with the scenario. Through this training program, Deputies can practice de-escalation techniques and if used correctly can resolve the conflict.

Do you see any problems with the De-Escalation policy?

- ☐ Yes
- ☐ No
- ☐ Maybe

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9. Law Enforcement Assisted Diversion Programs

While the Sheriff's Office does utilize many assistance programs for individuals who have not committed a crime and those who have been arrested for a crime, we do not participate in diversion programs in lieu of arrests in criminal cases. An exception to this is with the School Resource Officer Program which routinely utilized the school discipline system in lieu of referrals to Family Court where appropriate.

Do you feel that the Sheriff's Office should participate in diversion programs in lieu of making arrests in criminal cases?

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you have suggestions on additional programs and services to which our agency could divert individuals in an appropriate case?

Your answer

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10. Restorative Justice

"Restorative Justice" is a response to crime that involves organizing a meeting between an offender and the victim, so they share their experience of what happened, discuss who was harmed and how, and to create a consensus for what the offender can do to repair the harm. The Sheriff's Office actively participates in the DWI Victim Impact Panel and Clifton Park Youth Court; both of which are operated by agencies other than the Sheriff's Office.

Do you think such programs are beneficial? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Do you think such programs should be run by a law enforcement agency such as your Sheriff's Office, or would it be more appropriately run by the Probation Department, other government agency or a non-governmental agency? *

- ☐ Sheriff's Office
- ☐ Probation Department
- ☐ Other Government Agency
- ☐ Other Non-Government Agency



Questions or Comments

Your answer

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11. Community-based Outreach and Conflict Resolution

The concept of community-based outreach works best in cities and smaller municipalities, where an officer can be regularly assigned to the same neighborhood. With larger geographic jurisdictions, it is more difficult. However, we do foster community-based outreach and non-arrest conflict resolution by employing regional sub-stations in an attempt to have the same Deputies patrolling neighborhoods so that they can establish community relationships. Our members are encouraged to visit schools and businesses during their patrols and are frequently assigned to community events, neighborhood watch meetings, talks at civic organizations, etc.

Are there ways we can expand community outreach without requiring additional resources? *

- ☐ Yes
- ☐ No
- ☐ Maybe

Are there additional community outreach programs that would justify expending additional county resources? *

- ☐ Yes
- ☐ No
- ☐ Maybe



Questions or Comments

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12. Problem-oriented and Hot Spot Policing

Problem oriented policing and hot spot policing are similar concepts, involving identifying and analyzing specific crime problems and locations and targeting resources toward solving those problems. We employ those concepts, in effect, when we identify trends that require targeted enforcement such as a string of neighborhood burglaries or larcenies, speeding and reckless driving complaints, frequent loud or unruly parties, etc. The Sheriff's Office has members assigned to state and federal task forces that monitor and identify trends and patterns that could indicate a need for targeted enforcement. We also work closely with the Capital Region Crime Analysis Center for the monitoring of data to identify patterns and trends.

Are there additional ways we can identify and target high crime areas, serious crime trends, etc.? *

- ☐ Yes
- ☐ No
- ☐ Maybe

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13. Focused Deterrence

"Focused Deterrence" is a crime reduction strategy which aims to deter crime by increasing the swiftness, severity and certainty of punishment, usually directed at a specific crime problem such as gun violence. Law enforcement can play a role in focused deterrence, but the swiftness, severity and certainty of punishment are primarily determined by actions of the prosecution and the courts.

Is there a particular crime problem in our county that you think could be best addressed by devoting resources and effort toward focused deterrence of that crime, and what steps would be taken to effectuate that?

Your answer

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14. Crime Prevention through Environmental Design

Attention to environmental design can help to increase the probability that an offender will be caught. Studies show that increased probability of capture tends to deter the commission of crime. Examples of crime prevention through environmental design would be better lighting in crime-prone areas, conspicuous placement of security cameras with attendant conspicuous signage, elimination of shrubbery where it could serve as a hiding place for an attacker, etc. Environmental design is not usually a function of law enforcement but law enforcement can play a role by identifying possible improvements in the built environment which could help deter criminal activity in the area. The Sheriff's Office regularly offers advice to businesses and individuals on crime prevention and personal safety issues, which would include obvious environmental design issues.

Who should have primary responsibility for identifying and addressing crime-detering environmental design issues? *

- ☐ Law Enforcement
- ☐ Local Government
- ☐ Community Members and Groups

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15. Violence Prevention and Reduction

Violence prevention refers to the reduction in the frequency of new cases of violent victimization or perpetration through direct efforts to remove or reduce the underlying causes and risk factors, and by harnessing the indirect effects of other policies and programs that may contribute to reducing exposure to underlying causes and risks. The Sheriff's Office regularly engages proactively with the community, and especially with youth, in order to encourage civic behavior and respect for fellow citizens. But violence prevention can only be achieved fully by uniting police and public safety professionals with professionals from healthcare, education, welfare, liquor licensing authorities, and other sectors who can take the actions needed to remove or reduce the underlying causes and risk factors. The Sheriff's Office works regularly in collaboration with these groups and others including domestic violence services, substance abuse programs and will endeavor to strengthen those relationships moving forward.

Are there particular activities or programs that you feel the Sheriff's Office or other County agencies should provide to address violence prevention and reduction? *

- ☐ Yes
- ☐ No
- ☐ Maybe

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COMMUNITY DISCUSSIONS ON REFORM AND REINVENTION OF POLICING IN SARATOGA COUNTY

Final Thoughts

Please use this section to provide any additional information, comments or questions that you wish the Executive Order 203 Advisory Group to consider during this process.

Final Questions or Comments

Your answer

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Demographics

This survey is anonymous. We would however like to collect demographic information from those who wish to provide it for statistical purposes. While answering the questions is required, there is an option to decline each question.

Gender *

- ☐ Female
- ☐ Male
- ☐ Prefer not to say
- ☐ Other:



Race *

- ☐ White
- ☐ Black
- ☐ Asian
- ☐ Native American
- ☐ Prefer not to say
- ☐ Other:

Ethnicity *

- ☐ Hispanic
- ☐ Non-Hispanic
- ☐ Prefer not to say

Age Group *

- ☐ Under 18
- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56-65
- ☐ 66 and above
- ☐ Prefer not to say



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Optional Contact Information

Below you can provide personal contact information if you wish for the Advisory Group in the event that the Advisory Group has additional questions for you. In most cases you will not be contacted. While the results of this survey will become a public record, personal identifiable information is protected from releases under the Freedom of Information Law.

Name

Your answer

Preferred Contact Number or Email Address

Your answer

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