POLICE ACCOUNTABILITY & RECONCILIATION COMMITTEE:

Final Report

City of Hudson, NY
December 7th, 2020

HUDSON

NEW YORK

TABLE OF CONTENTS

INTRODUCTION

On June 15, 2020, Mayor Kamal Johnson issued Executive Order 21-20 Regarding City of Hudson Police Reforms (referred to herein as the "EO")[1]. The EO acknowledged that video recorded deaths of Black Americans during encounters with the police over the past half-decade, and in particular, those that occurred or came to light during the summer of 2020 had a galvanizing effect on our nation. The Black Lives Matter movement inspired protests across the country, from the largest cities to small towns, including in Hudson. The EO recognized that even a small city like Hudson is not immune from the effects of systemic racism, and set forth a number of initiatives designed to assess policing in Hudson, determine areas that require reform, and provide a coordinated and sanctioned process by which the city will implement such reform in the near and long term future.

The EO created a Police Advisory and Reconciliation Commission ("PARC") as the means of carrying out several of its mandates, including submitting this report to the Mayor with findings and recommendations. Our committee was representative of Hudson, and included three police officers, two alderpersons, two citizen leaders of local organizations serving specialized populations: Hudson youth and families of incarcerated persons, several longtime Hudson residents and three fairly new residents who have been active in various forms of service to various sectors of the city. Our committee included Black, South Asian, bi-racial and white members. In other words, it was a microcosm of Hudson.

In order to address all the questions of the EO we tackled each inquiry as a separate sections, based on our members' expertise, profession and perspectives.

With the immense help of Caitie Hilverman, we created a survey that was available online for anyone who lived or worked in Hudson to complete. The survey included multiple-choice questions and room for comments. In addition, some PARC members canvassed people directly using iPads, which led to additional conversations and comments. Ms. Hilverman, herself a long-time Hudson resident, provided extensive and thorough analysis of the results, including insights from the comments. Because of safety restrictions during the pandemic, we

---

[1] Executive Order 21-20 can be found in full in Section A of the Appendix.

were not able to conduct an in-person "listening tour" of the city as we had hoped, but the comments, conversations during canvassing, and conversations among the PARC members served to provide an approximation of that experience. Bengali women were strikingly underrepresented in the survey responses. To ameliorate that we have attached the statement provided by Jarin Ahmed to the Columbia County police reform committee, as it touches upon specific interactions with the HPD[2].

Theo Anthony, PARC member who has extensively researched use of force policies and best practices for use of body cams and other technology aids covered those issues in a section of the report that responds to items 4, 5 and 6 of the EO (Transparency, Use of Force and Searches and Duty to Intervene).

Joan Hunt, PARC member and Executive Director of Greater Hudson Promise Neighborhood, provided a section based on her experiences working with families of incarcerated persons, and the particular interactions between that population and police.

The police officer members of PARC together addressed all of these issues from the perspective of the HPD, as well as challenges faced by HPD internally, and made recommendations to both external and internal relationships.

Each of the preceding sections were available to all members to review and comment upon, and were based on ongoing discussions throughout the summer and fall. It should be noted that the writing took place after over four months of weekly zoom calls. When the mayor formed the committee, he noted that all members should be able and willing to participate in difficult conversations. Based on the varying perspectives of the committee members, our meetings were likely representative of how larger meetings with residents may have played out. To everyone's credit, we bridged several gaps of understanding, and ultimately proved that people can disagree and yet remain respectful and learn from one another.

Consistent with that orientation, we have chosen to let each section exist independently of the others. While all members had an opportunity to read all of the sections and comment to the authors, any editing was merely for clarity, and not to change or influence the opinion of the authors. The very existence of remaining conflicts and disagreements within the report is itself

---

[2] See Section B of the Appendix for the full statement.

helpful information for understanding what challenges may await once the mayor chooses the recommendations that will have priority of implementation.

We have included a fifth section to discuss how to operationalize the recommendations the mayor decides to implement, and create a cooperative system of accountability, transparency and checks and balances among the city government (mayor, police commissioner and Common Council) and the HPD.

Finally, there is an appendix of resources and additional relevant information. Our intention is for this report to provide specific and actionable recommendations to the mayor, as well as a toolbox for the city to refer to as it moves forward on this path to reform.

One final note regarding language and terms. The EO referred to President Obama's 21st Century Community Policing Strategy (https://policingequity.org/images/pdfsdoc/reports/TaskForce_FinalReport_ImplementationGuide.pdf). The term "community policing" is used variously throughout the different sections of the report, but it is not defined. Therefore one should not assume that there is a unified definition of the term; rather, one must understand it within the context of each section. Similarly, the term "citizen" is often used to connote members of the community who are not police. A more correct term might have been "civilian," but for purposes of this report, "citizen" means anyone who is not a member of the HPD, regardless of whether they are indeed citizens or residents of Hudson.

MEMBERS OF PARC

Theo Anthony is a filmmaker based in Hudson, NY. His first feature documentary, *Rat Film*, premiered to critical acclaim, with a successful festival and theatrical run followed by a broadcast premiere on PBS Independent Lens in early 2018. His follow-up, *Subject to Review*, was broadcast in late 2019 as part of ESPN's 30 for 30 series. He is currently in post-production on his next feature documentary, *All Light, Everywhere*, due out in early 2020.

Vern Cross, a lifelong resident of Hudson, is the co-host of the popular local radio show *Drive Time on WGXC 90.7*. Cross is a community advocate who has volunteered his time coaching and mentoring youth in the Hudson community. He has over ten years' experience navigating difficult conversations regarding mental health, suicide, and police/community relations.

Elizabeth Dickey is a writer, educator, and community advocate. Before moving to Hudson in 2018, she was a volunteer crisis counselor for [NYC Anti-Violence Project](#), a teaching assistant with [Art Start](#), and a member of the University of Michigan's Collective Against White Supremacy.

Sgt. Christopher M Filli is a 19-year veteran. He is a Hudson High School graduate. He earned his Associates Degree in Criminal Justice from Columbia Greene Community College. He is a graduate of Zone 14 Police Academy. He formerly served with Copake and Philmont police departments. He was promoted to Sergeant in December 2017. He previously served as a Detective in the Hudson Police Department. He is President of Local 3972, Council 82, NYS Law Enforcement Officers Union. He is a Bicycle Officer, member of the Cause & Origin (Arson) team, instructor development certified, and Crime Scene Investigator.

Sgt. Mishanda Franklin is a 17-year veteran. She is a Hudson High School graduate and previously worked for Hudson's Youth Department. She attended Columbia Greene Community College, University of Arizona, and New York University. She is a graduate of Zone 14 Police Academy. She was promoted to Sergeant in October 2017. She is instructor development certified, Child Safety Seat Technician, and a Bicycle Officer.

Linda Friedner is a five-year resident of Hudson, has worked as a media and First Amendment lawyer for over 30 years. Currently she is in-house counsel at Penguin Random House, where she also advises the Human Resources departments across the US and Canada. In this capacity in 2017, she co-created a company-wide anti-sexual harassment training program as well as a reporting and investigation policy. Friedner is a member of the New York Democratic Lawyers Council and conducted a poll-watcher training session in Hudson in 2016. In addition, Friedner recently worked with a group of Hudson residents to prepare an analysis of the Hudson Police Union contract and to compile a list of questions for the Police Committee of the Common Council.

Joan E. Hunt, LMSW is the Project Director of the Greater Hudson Promise Neighborhood (GHPN) in Hudson, NY. The GHPN, a placed-based, cradle to career initiative modeled after the Harlem Children's Zone, aims to break the intergenerational cycles of poverty and to build strong, vibrant communities. For the past 8 years, Hunt has led the GHPN, successfully building partnerships with community-based organizations, schools, elected officials, county agencies, municipalities, businesses, youth, families and faith-based organizations to address unmet needs in the Hudson community. In 2015, Hunt and the GHPN team launched the Greater Hudson Initiative for Children of Incarcerated Parents (GHICIP), a partner in Osborne's NY Initiative for Children of Incarcerated Parents. In August of 2016, GHPN partnered with the Columbia County Jail to implement "Enhanced Child" visits, allowing children to visit with their incarcerated parents free of restrictions. This program has been a huge success and is now being replicated by other county jails in NYS. Hunt has over 10 years of experience working to reform the criminal justice systems and is passionate about advocating for the rights of those directly impacted.

Officer Jessica Mausolf has been with the department since June 2019. She is a Bicycle Officer with HPD and is very familiar with the community. She graduated from Hudson High School. She earned her Bachelor's Degree in Criminal Justice from the College of Saint Rose and graduated *magna cum laude*. While at The College of Saint Rose she volunteered with the "Help Yourself Academy" where she mentored a 3rd grader from a neighboring public school. She also participated in the "Reach Out Saint Rose" initiative where she volunteered around the Capital Region. She is a graduate of the Zone 14 Police Academy and became the first female class leader. She was also awarded as the overall outstanding recruit of her class.

Gregory Mosley served four years in the United States Marine Corps as a Military Police and was a 1978 Graduate of the Prince George County Police Academy in PG County, Maryland. In 1979 Mosley became a New York State Trooper. He served thirty-two years with the State Police and retired as a Lieutenant. During his tenure with the NYS Police, Mosley developed the curriculum for law enforcement officers on a national level concerning Racial Profiling and Cultural Diversity. In addition, Mosley developed curriculum for Undercover Narcotic Investigation training programs, News Media Introduction to Police Training, Police Civilian Interaction Training for non-Police Officers, Sexual Harassment Training, and Ethics Training for Police Officers. Mosley served as the New York State Police Affirmative Action Chair and Equal Employment Opportunity (EEO) Compliance Officer in the office of Human Resources. He is a two-time recipient of the New York State Police George M. Serial Award for the design and development of law enforcement training programs.

Dewan Sarowar is serving his second term as Alderman of the 2nd Ward. Sarowar chairs the city Police Committee.

PARC SURVEY RESULTS SUMMARY

This survey[3] was designed by the Police Reconciliation and Advisory Committee (PARC) in the City of Hudson (http://cityofhudson.org/news_detail_T10_R260.php) to better understand the relationship between the Hudson Police Department (HPD) and local community. The resulting data was analyzed by Caitie Hilverman, a local data scientist with longtime ties to the community - her analysis is presented within.

PARC was specifically interested in the relationship between HPD and people of color and aimed to uncover measures that can be taken by the local government, the HPD, and the community to repair and improve relationships between HPD and the community moving forward.

The survey respondents were diverse in race, gender, and age, but were disproportionately White relative to resident demographics based on U.S. Census Data (70% of survey respondents, 60% of Hudson residents; see Table 1). Black/African American respondents comprised 16% of the survey responses (and comprise 25% of Hudson residents). Still, this was variable enough to get a relatively representative sample of city residents and their perspectives. All five wards were represented, with 75+ respondents from each ward.

_____
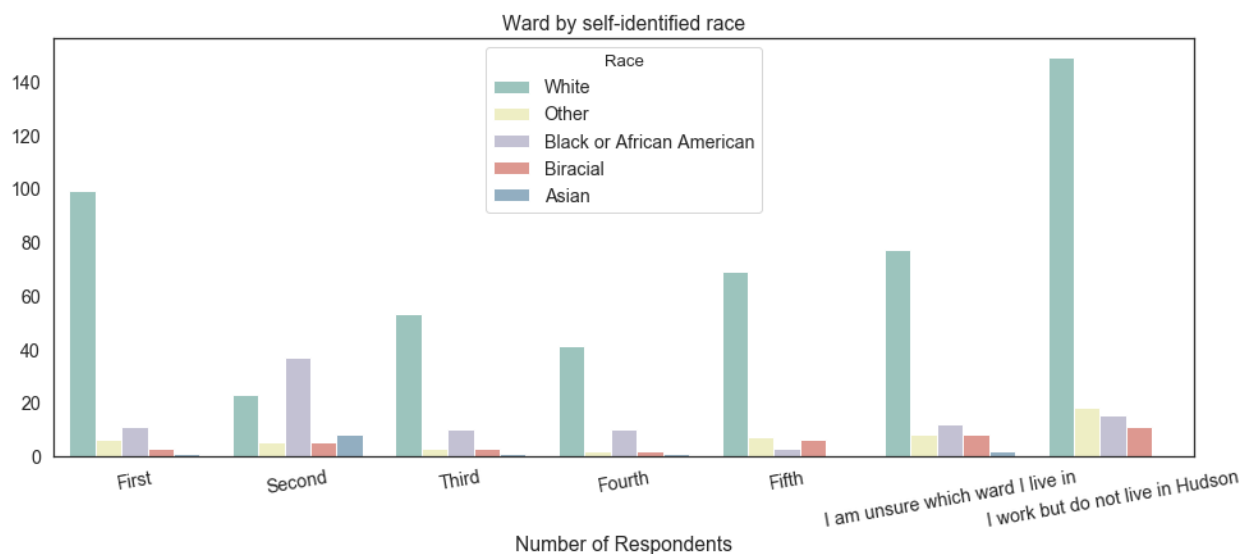
[3] The full survey questionnaire can be found in Section C of the Appendix.

It's also worth noting that a majority of respondents (37%) have lived in Hudson for 20+ years. This is evident in the write-in responses - many respondents intimately know this police force, can name many officers by name, and have years of experience factoring into their responses. This is in contrast with people who have been here for less time - their write-in responses sometimes comment on the police more generally rather than the HPD specifically.

There is a clear disparity in how respondents view the police by racial group. Around half of all respondents have solicited the help of HPD in the past five years. A majority of White, Asian, and Biracial respondents have called HPD, whereas less than 40% of Black/African-American respondents have. Only 30% of Black/African-American respondents reported that they are very likely to call HPD when they need assistance, compared to 54% of White respondents, and 50% of all remaining respondents (the No_Data column is composed of people who did not answer the Race question but still filled out this question).
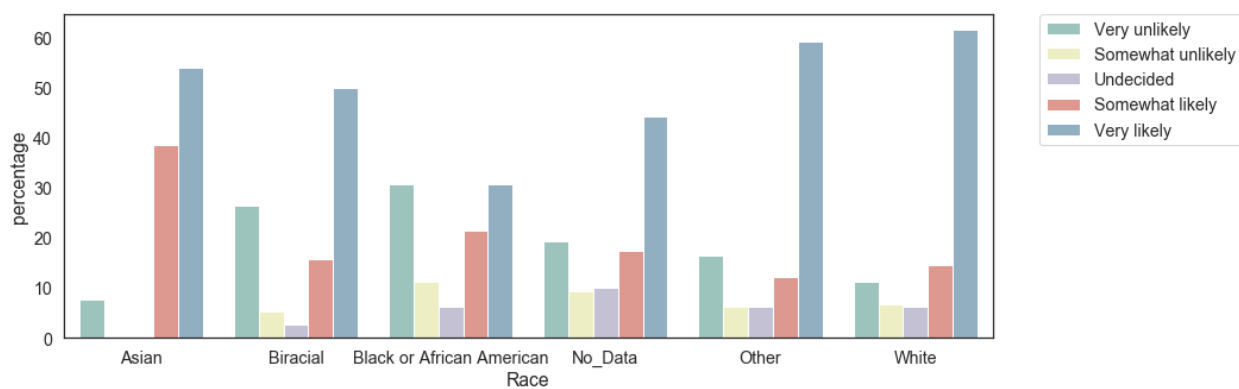
Across most racial groups (Black/African American, White, Biracial, Other), over 60% of respondents have experienced at least 1 event in the last 5 years that has inspired community trust in the HPD. Only 45% of Asian respondents have. Over 80% of White and Biracial respondents have <u>not</u> experienced anything that makes them doubt HPD effectiveness in protecting and serving, compared to 62% of Asian respondents and 58% of Black/African American respondents.

Relatively few respondents (<10%) reported events that caused emotional or physical harm. The highest proportion of these came from Black/African American respondents. Examining write-ins suggests great variability in experiences, ranging from feeling like HPD watches them more closely to experiencing physical violence and aggression from HPD.

Regarding what respondents would like to see from HPD, there was surprising consistency across social groups. **The majority of respondents desire more community engagement by HPD.** Several write-in entries suggest HPD officers patrol on foot or bikes rather than in cars. **The second most requested HPD change was more training in dealing with substance abuse or mental health crises.** Related, a relatively high proportion of respondents would like these calls to be handled by other agencies. This desire was especially strong in people who have been in Hudson for fewer than 2 years. This plot reflects the responses from Black/African-American respondents.

What could HPD do differently? (Black/African American respondents)
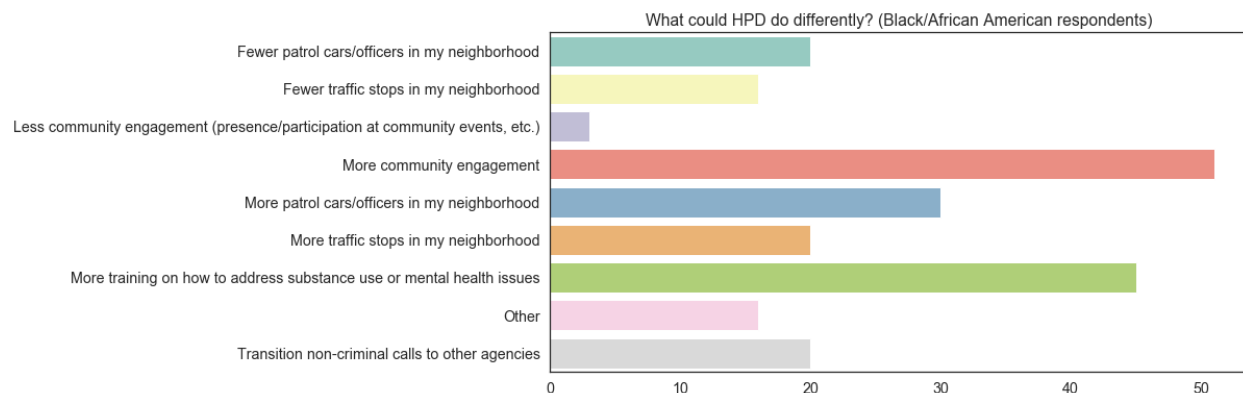
Finally, by sifting through the write-in responses, a trend in the data above becomes clearer - respondents tend to use the police for different reasons based on social groups. Black respondents wrote of summoning the police for what they deemed major crises (e.g., violence) that required HPD interventions. **Some Black respondents explicitly stated that they try to not call the police unless it's an emergency, some because they feared it would go poorly, while others thought they had better things to do or didn't want to make a scene.** Some of the negative write-ins by Black respondents are presented here:

- *I wouldn't them I take care of my own stuff*
- *They're against us black folks*
- *Don't trust them*
- *Last time I called them I almost ended up being arrested when I was the one that made the call*
- *I know they do not have my best interest at heart*
- *No it does feel safe for me to the police*
- *I try to make it the last resort to avoid the scene*
- *Sometimes the problem can be solved by yourself*

- *They are not for helping the black community at all*
- *I feel like bringing in law enforcement sometimes just escalates the cuz then people are scared and then when people get scared conflict arises. Other times, they also become hostile and cause more damage than it already was.*

Some of the positive write-ins from Black respondents - note that many of these reflect familiarity and continued interactions over the years with the HPD:

- *They have been very professional*
- *They are prompt very friendly i trust them and they love their community*
- *They know me*
- *Have always been good to me and my family. I have no complaints*
- *They are always helpful and make me feel safe*
- *Has helped me many times.*
- *They make me feel safe*
- *Legally it's the best thing to do*
- *Truly professional agency that I know will provide necessary assistance should I need it.*
- *Because of their professional services and highly skilled training I trust that they do a fine job in which they under the leadership of the Chief, he has turned that around and is doing a much better job*

White people appeared to call the police for less serious things - and in fact, some of the White respondents' negative responses were concerning the police not being harsh enough for petty offenses. For example, an older white man complained of the police not arresting or displacing homeless people from 7th Street Park. A new-to-town BnB owner complained of HPD not pressing charges against vandals. These stood in contrast to responses from younger White people or White people newer to Hudson. **These White people reported anxiety or hesitation about calling the police if there were people of color nearby.**

In short, the survey results provided a window into the perspectives of people from different social groups and surfaced actionable steps that can be taken to improve the relationship between HPD and the greater community. The full report below provides elaboration on the above points and figures demonstrating results across wards and social groups.

Who participated in the survey?

We have data from 1056 respondents. Seventy percent (743) were fully completed surveys. The remaining thirty percent (313) were only partially completed. They are all included here in the analysis, and in some cases, incomplete data is informative.

How old are you?
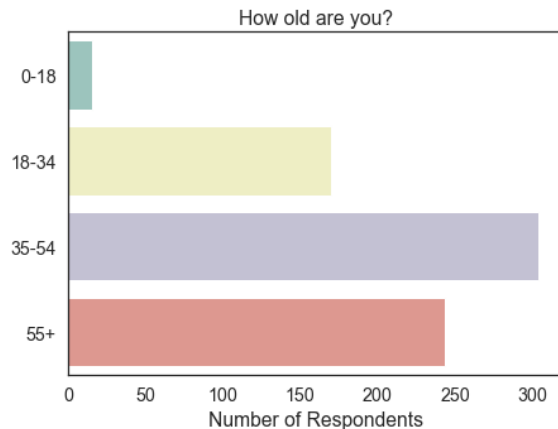
Language in which survey was completed

The survey was offered in 3 languages: English, Spanish, and Bengali. **Only 5 people completed the survey in Bengali, and 2 people in Spanish.** As such, their responses were translated and aggregated with those completed in English.

Age of respondents

The largest group of respondents by age was the bin from 35 to 54 - this comprised forty-one percent (304) of the respondents, followed by 55+ (33%), 18 to 34 (23%), and under 18 (just 2%).
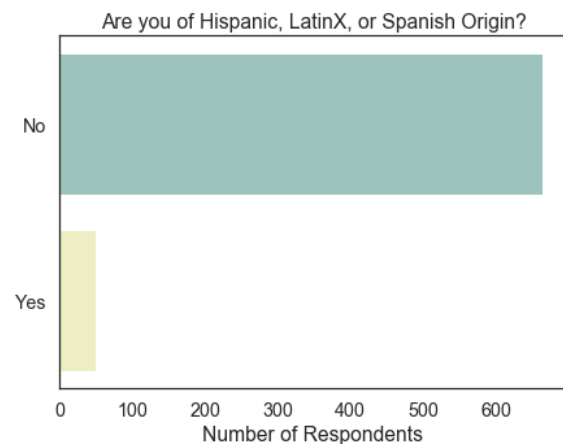
Ethnicity of respondents

A vast majority of respondents were not of Hispanic, Latinx, or Spanish origin. This is one of the cases in which a lack of data is worth noting. When we look at the demographic questions at the end of the survey - they tend to have the lowest numbers of respondents, as they are last. But around 20 people skipped the ethnicity and race questions compared to the gender and age questions.

Gender - 735 respondents
Age - 734 respondents
Ethnicity - 715 respondents
Race - 712 respondents

Are you of Hispanic, LatinX, or Spanish Origin?

Ward of residence and/or work

A majority of respondents reported working but not living in Hudson. Because we did not include a "I do not live in Hudson" category, I would venture a bet that this also includes folks who visit but do not live/work in Hudson. I saw the survey link posted on a Facebook community board from someone who reported not living or working in Hudson, but conveying that she thought it was important that anyone who frequently visited Hudson to fill the survey out.

I was personally surprised to see so many people unsure of which ward they lived in. I think this could mean two things: 1) people truly just are unsure of which ward they live in - and if this is the case, we should include a map in the future and/or 2) this category was also a catch-all for people who wanted to participate but weren't sure which ward to select, given no option.
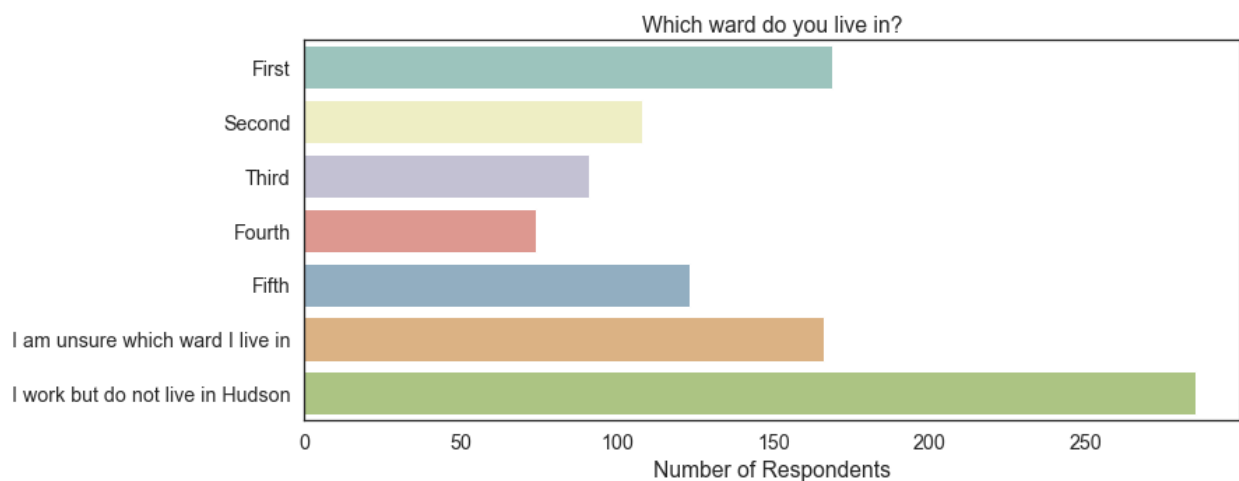
If we break this down by age and ward, we see that most of the folks who responded in the first and second wards were community elders (55+), whereas the remaining wards tended to be middle-aged. A vast majority of those who reported working but not living in Hudson were in the 35 to 54 age range.

Which ward do you live in?
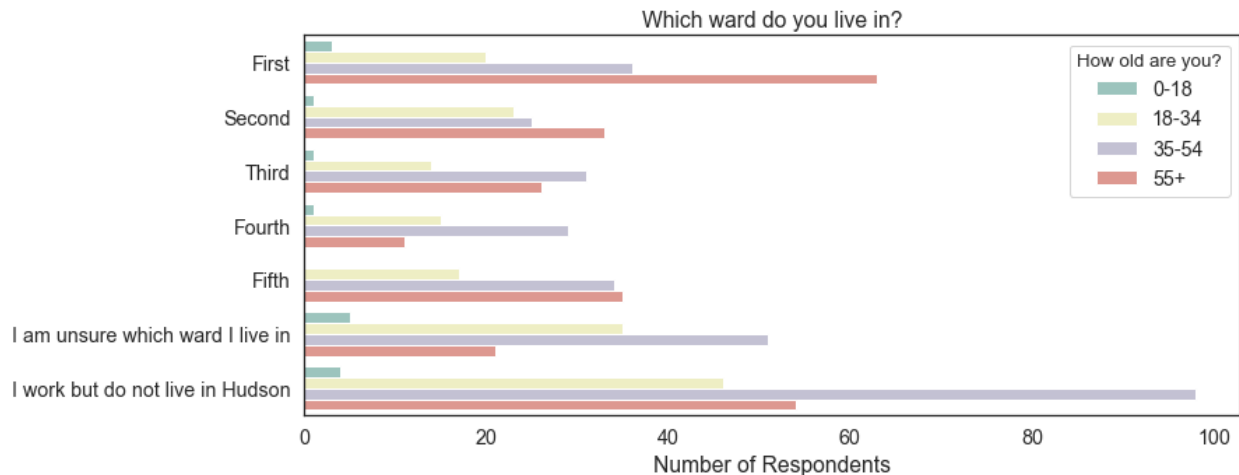
Self-identified race

This question was phrased as "How would you describe yourself?" with a number of checkboxes, including "Other" with a write-in option. The racial composition of survey respondents was disproportionately White relative to the demographics of the city of Hudson. Of the 709 respondents for which we have race data, 511 (78%) described themselves as White - the latest public data on this purport that 59% of City of Hudson residents are white. This was followed by 98 respondents (9%) who identified themselves as Black or African American, compared to 25% of the population from Census Data.

Sixteen percent of survey respondents identified as Black or African American (25% in Census data), 5% as Biracial, 3% Asian, 6% Other, and .002% Pacific Islander.

	Survey data	Survey data, residents only	Census data
White	72%	70%	59%
Black/African-American	9%	16%	25%
Biracial	4%	5%	5%
Asian	5%	3%	7%
Pacific Islander	.001%	.002%	.1%
Other	7%	6%	NA

You can see the breakdown below - the majority of respondents were White. There was one person who identified themselves as Hawaiian - their data are collapsed into the "Other" category for the rest of the analyses so as not to highlight one person's response as representative of an entire social group.
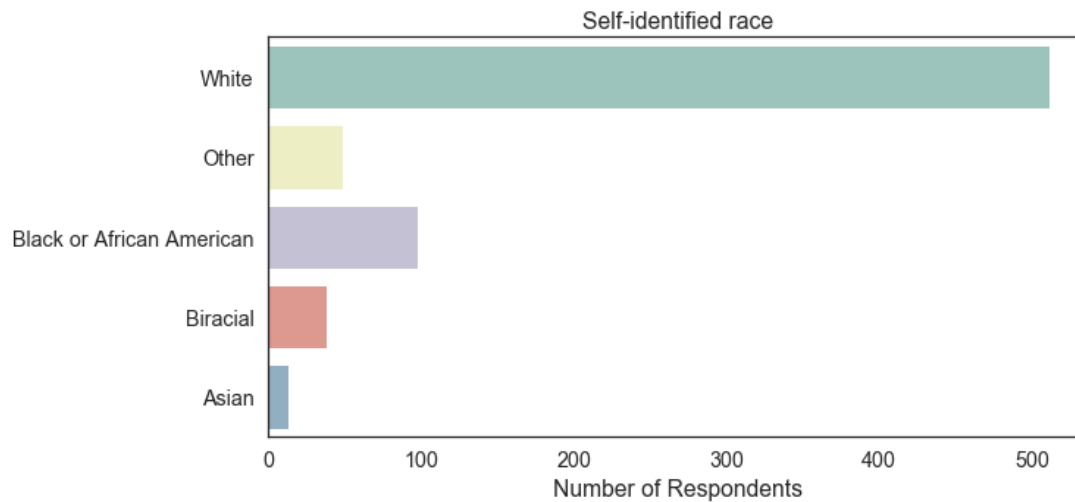
Like ethnicity, this question was more likely to be skipped than the other questions. For this question, we got around 30 write-ins. Some were races that were not represented on the scale (Arabic/Arab was mentioned 3 times, Jewish 2 times). Four people identified themselves as American, and a handful more expressed that race does not matter/should have not been considered in the survey. Those write-in responses can be seen below.

Alternative responses to the "How would you describe yourself?" question
- American - sorting by race only divides us   - A Human Being. Race isn't supposed to be an issue anymore so stop asking what race people are. We are human. Thats it.   - Human   - Non-relevant   - WHITE SHOULD BE FIRST   - Really? So my ethnicity defines me? Gross!   - Why does this matter? I'm a human being.

Race of respondents broken down by ward

Across all wards except the second ward, the majority of respondents were white. In the second ward, the majority of respondents were Black. This is likely because several PARC members canvased in Bliss Towers one afternoon, bringing iPads and drumming up participation in the survey. This in and of itself is a useful piece of information - first, canvassing was productive and effective. And second, garnering Black participation required going door-to-door in Bliss Towers. This speaks to technology access issues, housing injustice, and a number of other factors that directly and indirectly affect police-community relations (that are out of the survey scope).
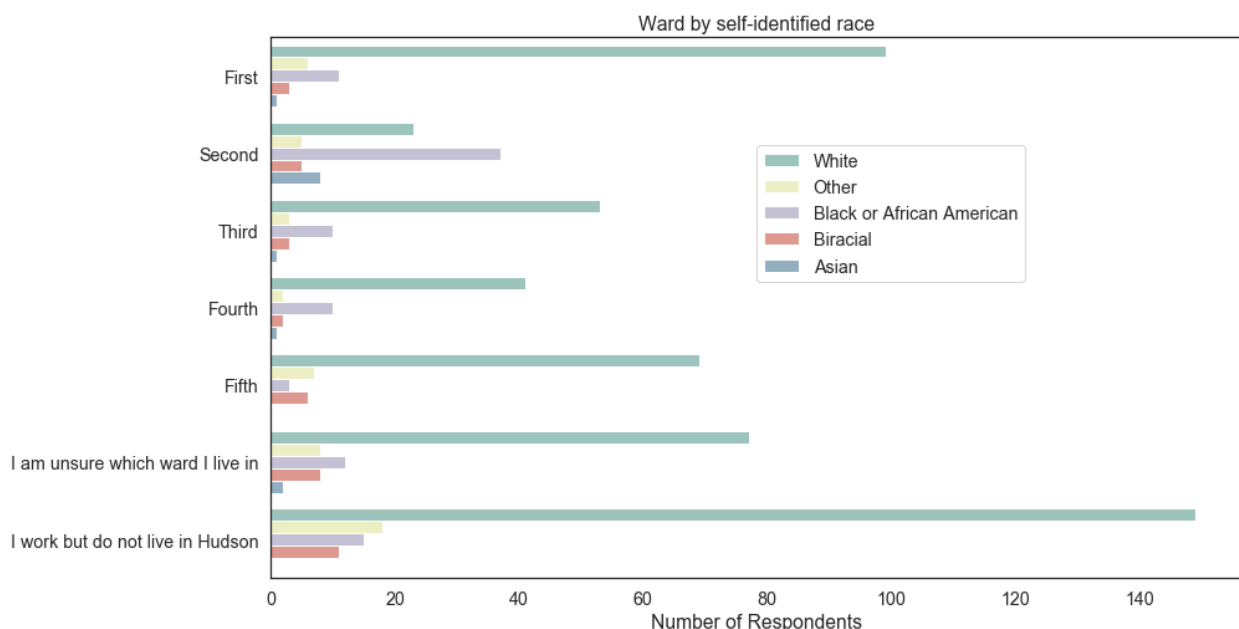
Length of time in Hudson

About half of all respondents reported living or working in Hudson for over 20 years. This is something that is worth keeping in mind - a majority of those responding have been here for a long time, and are likely very familiar with the police force here. This is also evident in write-in responses - there is a lot of familiarity with the HPD force.

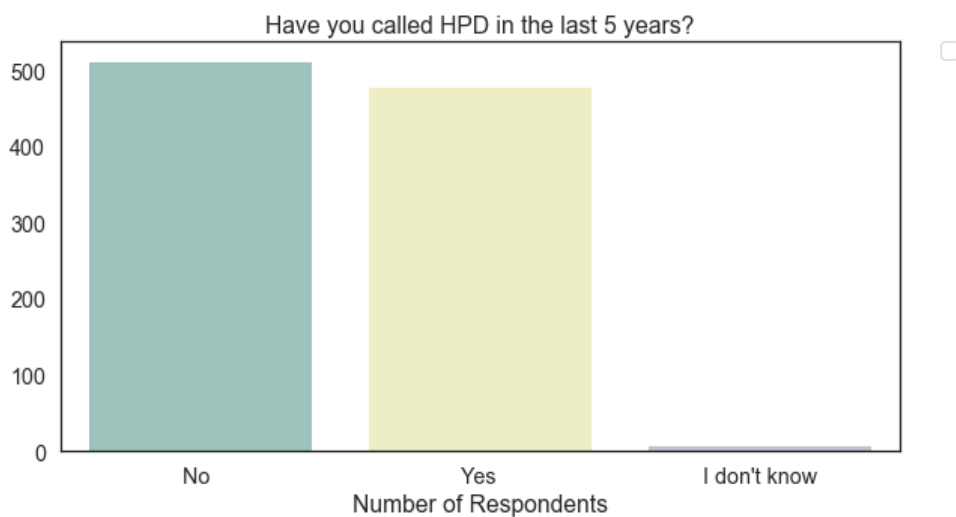How long have you lived or worked in Hudson?
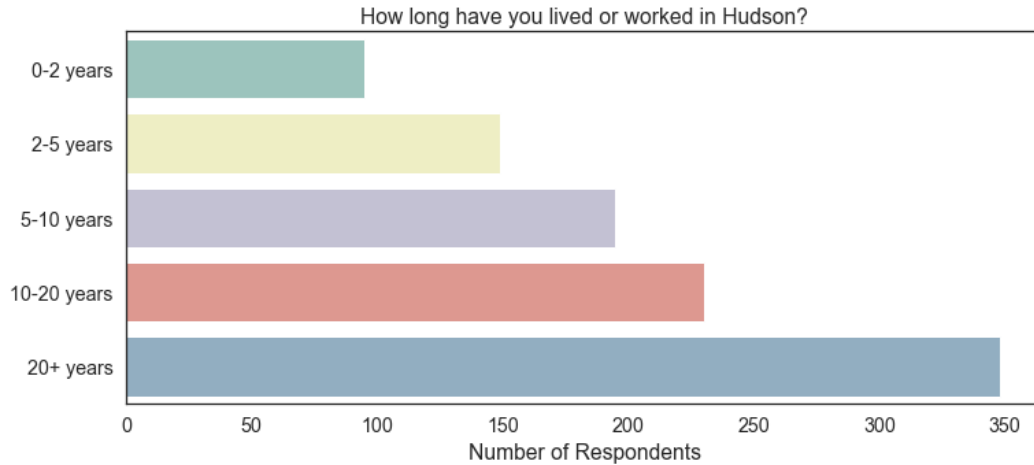
Question responses

Have you called the HPD in the last five years?

All data

Looking at all the data together, we see that about half of all respondents have called the police in the last five years. A small number of people couldn't remember whether they'd called HPD.

Have you called HPD in the last 5 years?

By ward

In the data from here on out we'll focus largely on percentages of different social groups rather than totals. People have been especially likely to call the police in the third, fourth, and fifth wards relative to the other wards. Rather than this indicating that there is more crime in those wards, this likely is indicative of the people that are doing the calling. Looking at this by race is likely more informative - and later looking at the reasons people called, by ward.
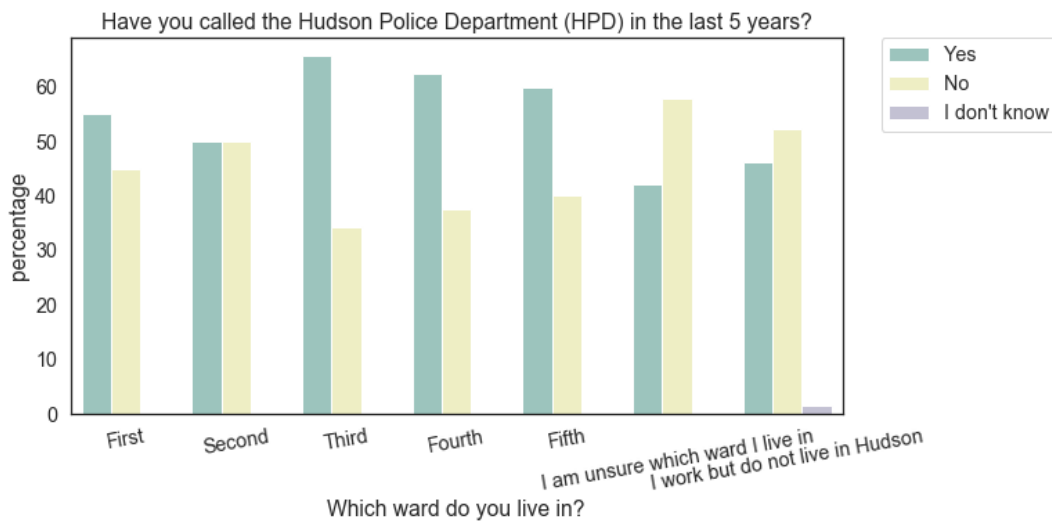
By race

Looking at this same question by race - a majority of White (55%), Asian (54%), Biracial (55%) respondents have called the police in the last 5 years. Thirty-nine percent Black people have, and 49% of those who identified as "Other" have. This is a critical point - it is extremely unlikely that Black people are calling less because they are experiencing less crime, violence, etc. than other races. Rather, they appear to have a higher threshold for enlisting the HPD for help.

17
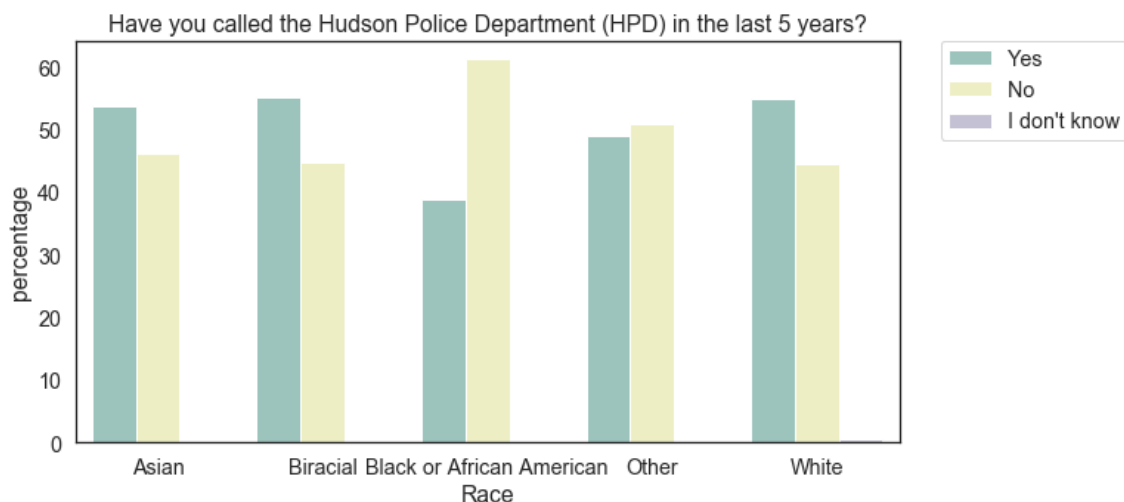
By gender

Breaking this down by gender, we see that respondents who identify as female are the most likely to call the police compared to any other gender - 56% of women reported having called the police, whereas only 48% of those identifying as Male, 45% of those identifying as Non-binary/Nonconforming, and 33% of those identifying as "Other".
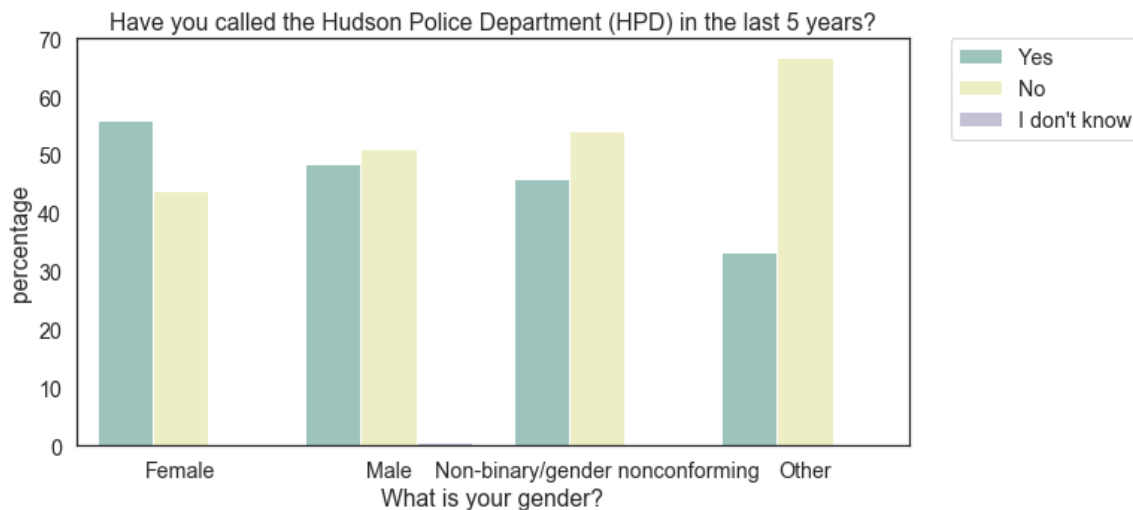
By race and gender

The above result begs the question - are all women calling HPD? This figure below demonstrates the percentage of women by self-identified race. Here we see that a majority of people who describe themselves as Biracial (72%), Other (59%), White (54%), and those who skipped the race question (62%) have called the police. This stands in contrast with Black women (45%) and Asian women (40%) who have called the police in the last 5 years.
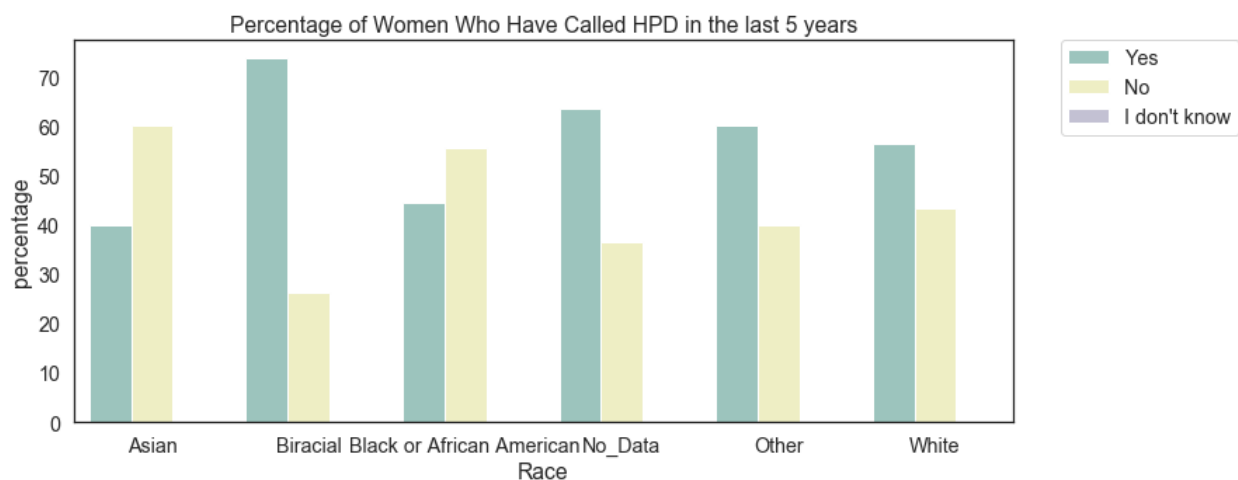
When we look at this same plot but with just those who describe themselves as Male, we see that a majority of Asian men (61%) and White men (52%) have called the HPD in the past 5 years. Black men had the smallest percentage of respondents calling the police at 30%, followed by those that provided no race data (33%), those who identified as Other (37%), and those who identified as Biracial (40%).
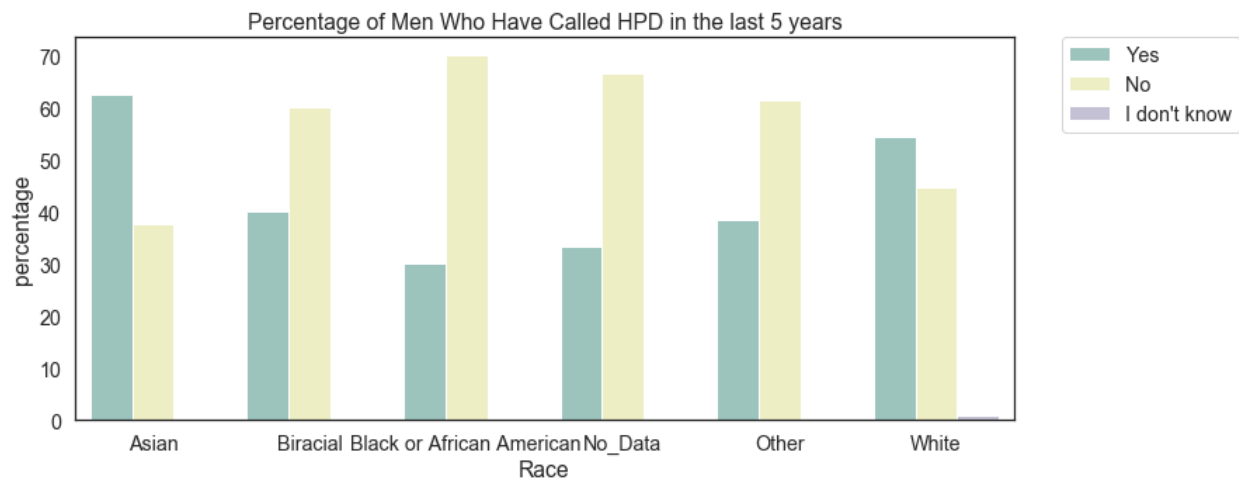
Looking at just non-binary/gender non-conforming people this way is not meaningful, as there are too few data points to make generalizations.

How likely are you to call the HPD when you need assistance?

All data

Here we see that as a whole, over 50% of respondents reported being very likely to call the police when they need assistance. Also note that nearly 25% of respondents reported that they were somewhat unlikely or very unlikely to call the police.

When we look at the breakdown of percentages by race, we see that over 50% of Asian, Biracial, Other, and White respondents reported that they are very likely to call the police when they need assistance. For those who didn't report race data 45% said they were very likely to call the police, and only 30% of Black respondents said they were very likely to call the police.

How likely are you to call the HPD when you need assistance?
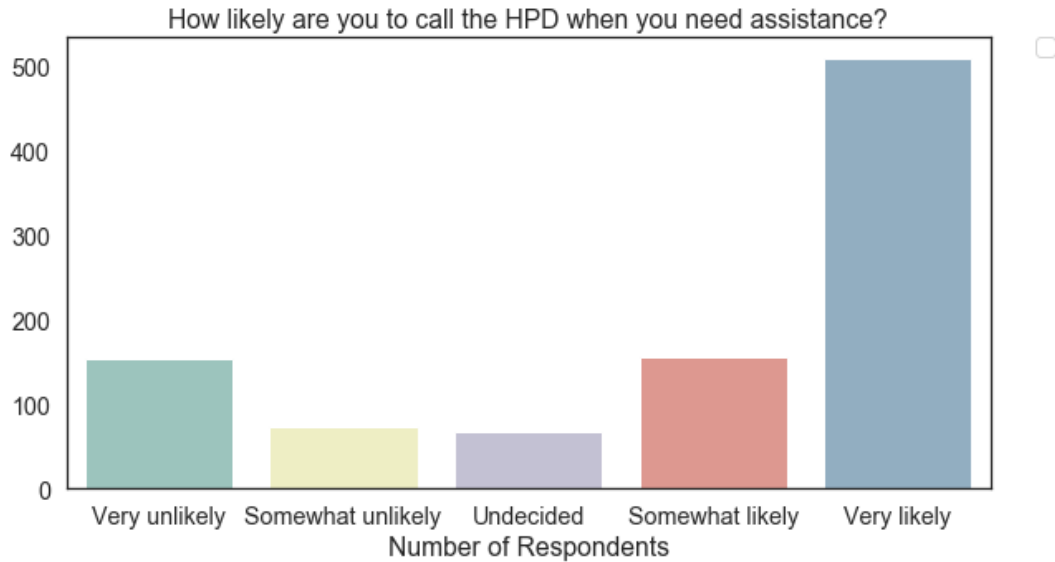
Importantly, an equal number of Black respondents reported that they were very unlikely to call the police, with 27% of Biracial respondents reporting they were also very unlikely to call the police.
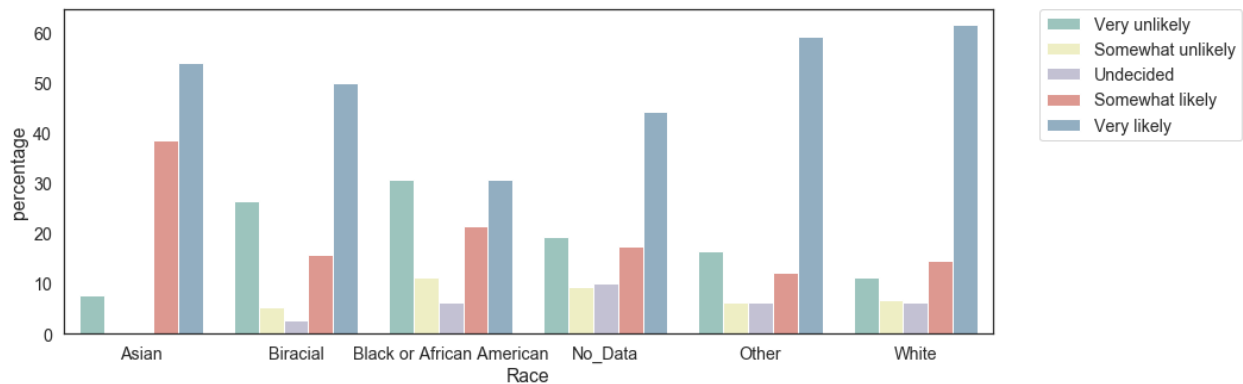
Top words from Black respondents who WOULD call the police:

Top words from Black respondents who WOULD NOT call the police:

Note: "don" in the plot above represents the word "don't"

Positive write-ins from Black respondents:

- *They have been very professional.*
- *HPD has always been good to me and my family. I have no complaints.*
- *I'm friends with all of them.*

Neutral write-ins from Black respondents:

- *I try to make it my last resort to avoid the scene.*
- *In my opinion minor situations don't need to include police ex: neighbors arguing back and forth, minor car accidents. The police can be taking care of more important situations or finishing up paperwork. Sometimes police coming on the scene can make situations worse or police intentionally looks for other reasons to make an arrest.*

Negative write-ins from Black respondents:

- *HPD has harassed myself and family all of our lives. They are not helpful for the black community at all.*
- *I know they don't have my best interests at heart.*

White respondents who would call the police:

White respondents who would NOT call the police:
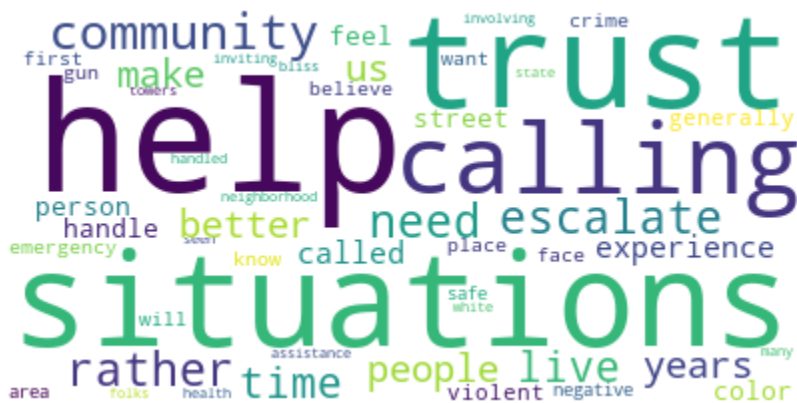
Positive write-ins from White respondents:

- *I have had to call HPD and have an officer accompany me on home visits quite often. There are times that the families will only let us in and talk to us because they know and respect the HPD officer that accompanied us.*
- *Helpful with a domestic dispute on our street. Kind, calm, and professional with the situation.*

Neutral write-ins from White respondents:

- *I feel conflicted involving the police*

- *Depends on the context. I'm white. I don't worry too much about my own treatment. But if the issue involved a person of color I would certainly pause before calling any police.*

Negative write-ins from White respondents:

- *It's my personal opinion that aren't adequately trained to de-escalate a situation, they often escalate situations.*

By length of time in Hudson

Here we see that respondents who have been in Hudson the longest reported being very likely to call the police when they need assistance (66% of those who have been here 20+ years). This systematically drops, with 38% of respondents who have been living here for 2 years or less reporting that they are very likely to call the police. We see below that this finding is at least in part driven by age.
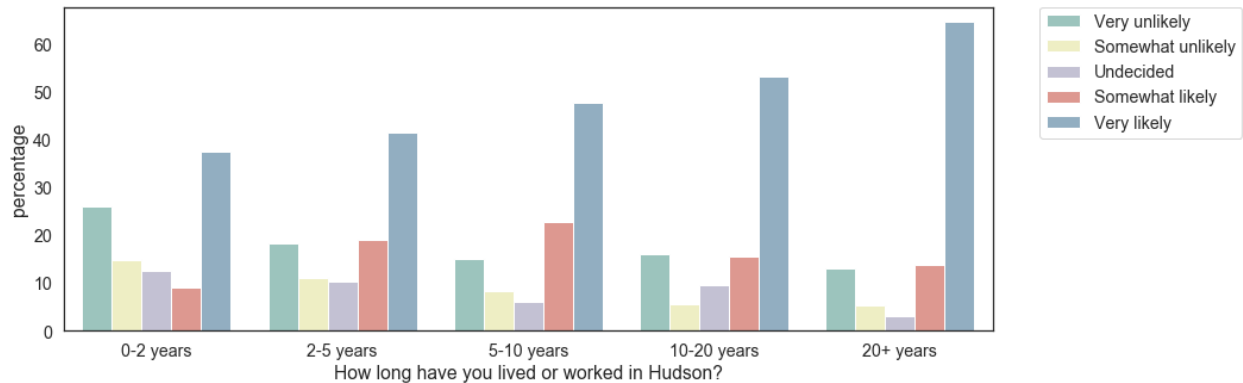
By age

Looking at this by age, we see that 68% of people who are 55+ reported that they are very likely to call the police when they need assistance. 58% of those 35 to 54 are very likely to call. This drops down to 41% for 18 to 34 year olds, and 32% of those 18 and under.
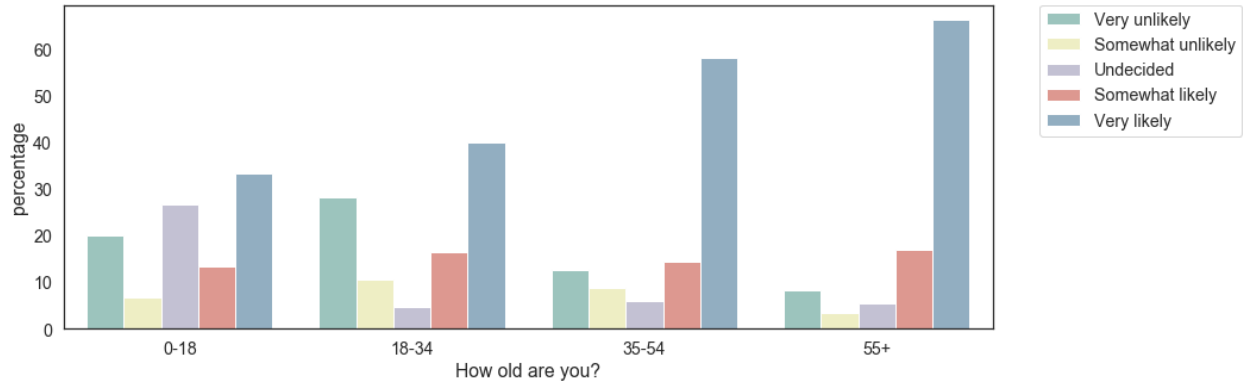
By ward

Fifth ward residents and those who work but do not live in Hudson had the highest percentage of respondents (60%+) who were very likely to call the police if they needed assistance. Note that these social group data are all correlated (the 5th ward respondents also have higher proportions of White respondents and older respondents than other wards).
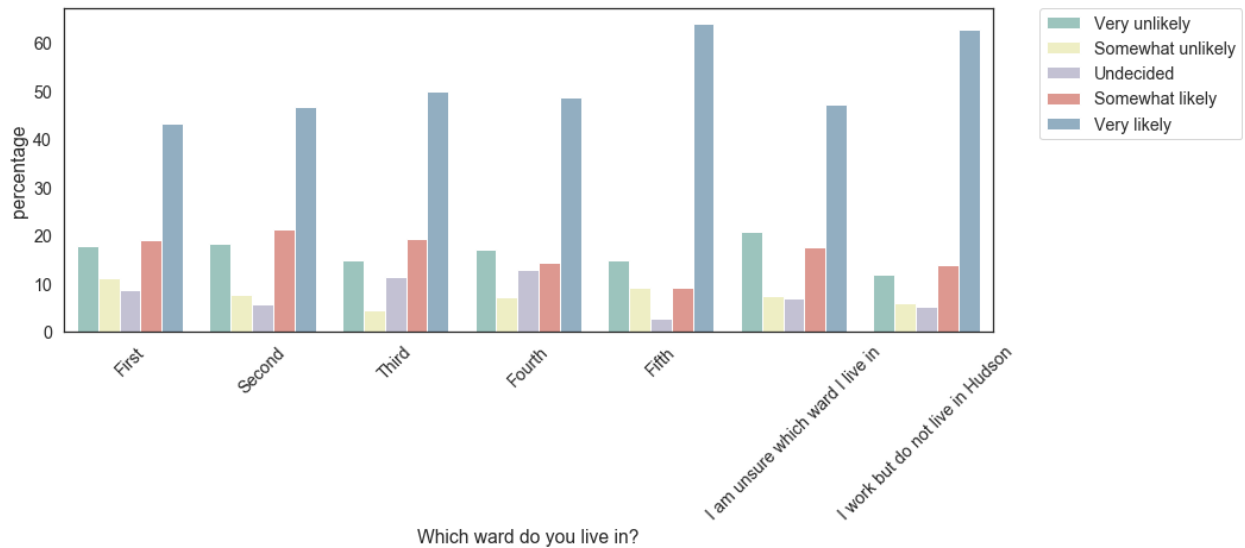
Have you had any experiences with the HPD in the last 5 years involving you or someone you are close with (family members, friends) that have inspired community trust?

For the community trust question, the majority of respondents said they hadn't experienced something that inspired community trust. It's important to note that this may speak to HPD's

visibility in the community rather than their behavior - only half of citizens have directly contacted HPD.
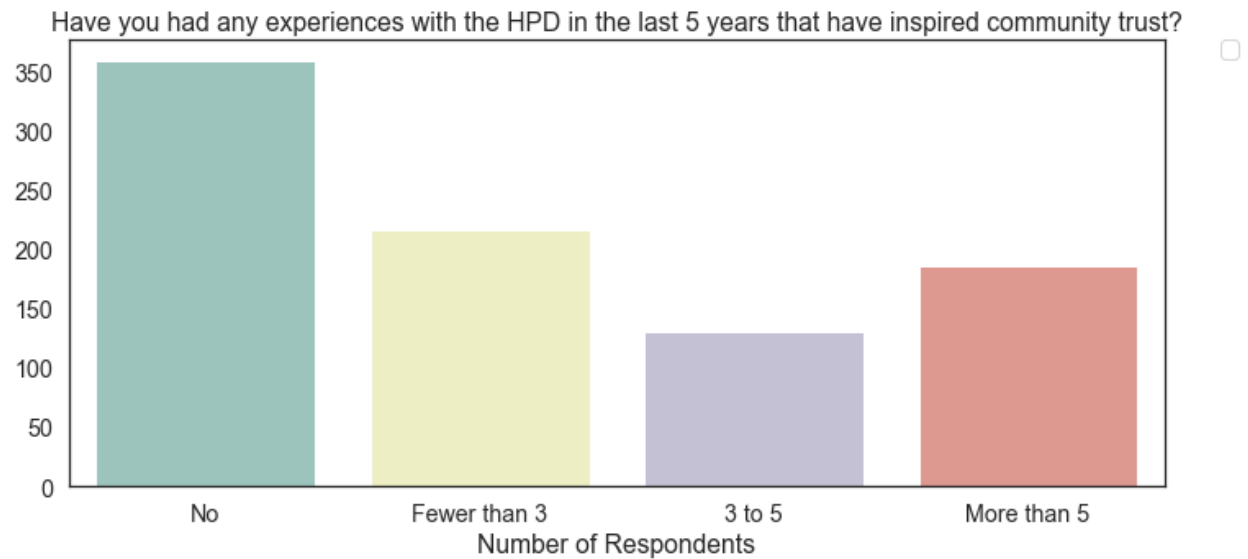
When we look at this by race, we find that 65% of Black/African-American and 63% of White respondents reported at least one experience inspiring trust, compared to 44% of Asian respondents.
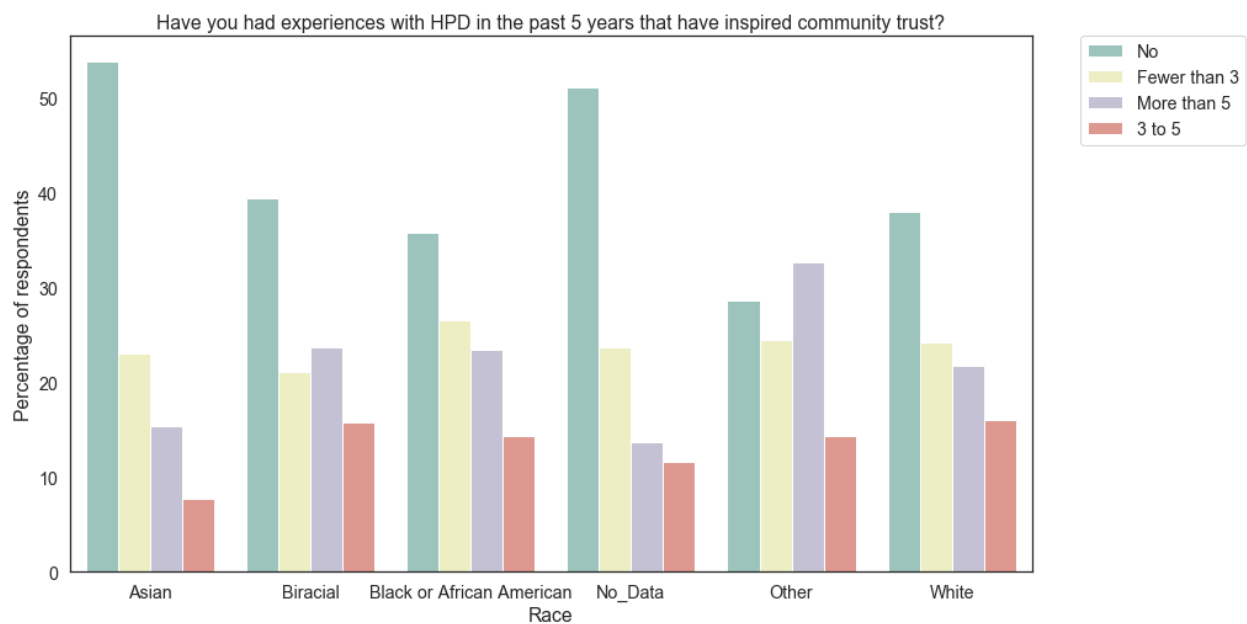
Looking at this by ward, we see that those in the fourth and fifth wards and those who work but do not live in Hudson report the most experiences that have inspired community trust.
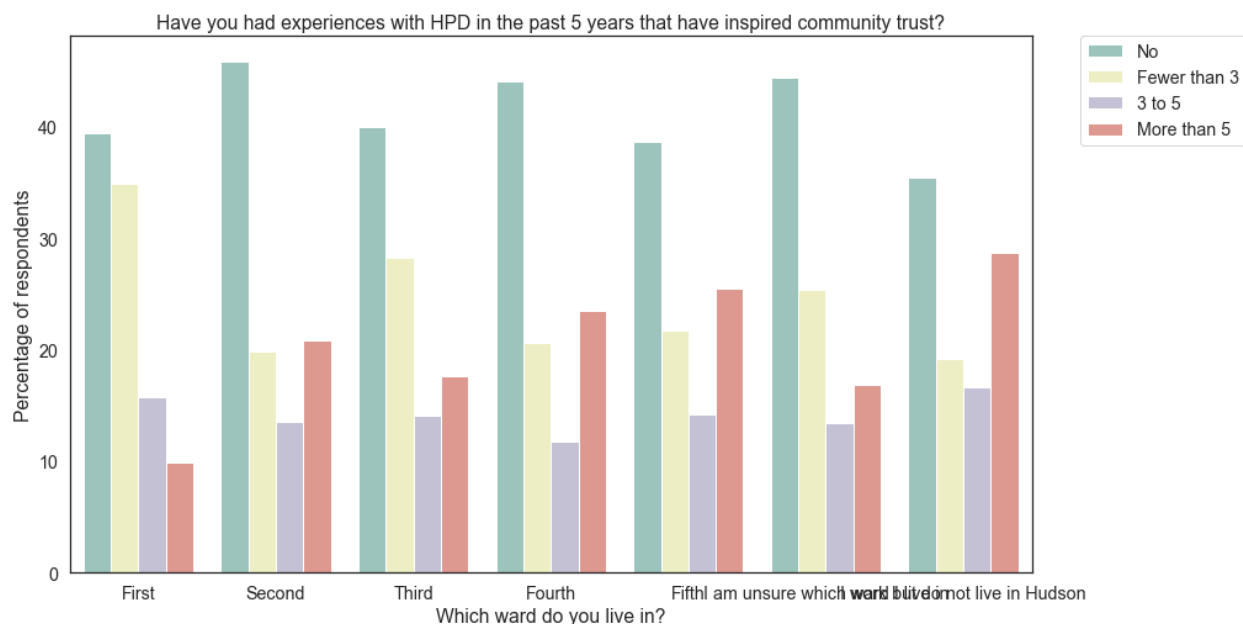
Top words from all respondents for this question:

Community trust write-ins, non-White respondents:

- *Spoke to my son as a person and didn't intimidate,*
- *They went to my son's house to let him know I locked myself out*
- *Me and friends were having a bonfire and they responded with a compromise, use charcoal and have a good rest of the evening, no citations or difficulty.*

- *I was involved in an incident with an intoxicated man attacking myself and my party outside of Governors Tavern. HPD tried to diffuse the situation and when he once again got violent they were able to subdue him with no one getting hurt including the drunk. We were finally able to leave and get away from the individual after giving statements.*
- *Officers reaching out to the kids engaging in activities with them even on foot patrol they've stopped to make sure people in the community is good*
- *My significant other became violent with me and I feared for my safety and the safety of my children. I called the Hudson police and they were so helpful and comforting.*
- *They walk the streets and are friendly, the bike cops. I also like the school police officer and he has been helpful a lot. I think it's great he helps with food delivery.,I see them walking and talking to people. They are usually laughing and joking. Ive seen officers dancing with the kids and playing with them. It wasn't like this when I lived in the bronx*
- *My teen was stopped for walking on the train tracks and told they were getting a warning and need to stay safe and avoid the tracks.*
- *Due to my brother have a drug and mental health past, he is still this same day, even after changing his life around followed, harassed, and HPD sits outside of his home.*
- *They were going to rearrest my family member for a bill she already paid. I had to prove with a receipt that she paid her dues.*
- *Certain officers engaging with the community in the community ie cookouts block parties etc,*
- *I saw them assisting a person who had overdosed and instead of arresting them they got them EMT services. I have seen them rush to revive drug overdose victims with Narcan. I have seen them interact with youth in positive ways.*
- *My concerns were addressed and documented. I was able to easily obtain them for a court proceeding. The officer followed up by coming to my house a second time days later to check to see if I was ok.*

Community trust write-in, White respondents:

- *I witnessed a member of the HPD help a community member tie his tie at his wedding ceremony which was held at promenade hill several years ago (IO will add that the member of the community was African American and the officer was White).*
- *I've seen anecdotal evidence of their goodwill and humanity towards people and animals alike.*

- *They took care of my son while he was having a behavior meltdown*
- *I had a very positive interaction with the police chief at the police station after a disappointing experience with a police administrative person. The police chief made me feel listened to.*
- *Helpful with a domestic dispute on our street kind calm and professional with the situation,*
- *The SRO playing basketball with the kids joining in school events and being available. One officer coaches soccer.*
- *I knew a few officers just by facial recognition. Many of them would be at community events with family or on duty. All races and backgrounds.*
- *HPD is always out in the community serving and protecting. They do a lot for kids in the community and are always there to lend a helping hand*
- *Every time either I've interacted with police or watched police interact with others it's always been respectful.*
- *Several occasions such as the PD handing out waters to the line at the DMV or the officers on foot patrol over the summer or even the interaction with officers at the winter walk! All great experiences*

Have you had any experiences with HPD in the past 5 years that made you doubt their ability to protect and serve the community?

Have you had any interactions with the HPD in the last 5 years that made you doubt their ability to protect and serve the community?

Have you had experiences with HPD that have made you doubt their ability to protect and serve the community?
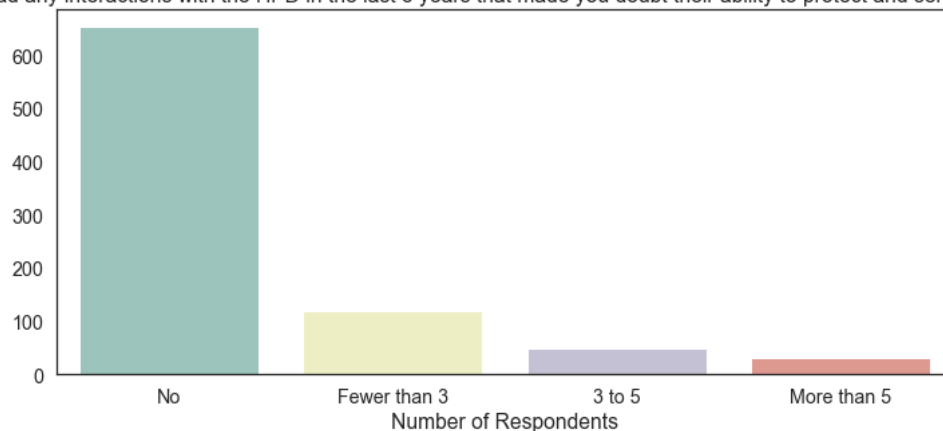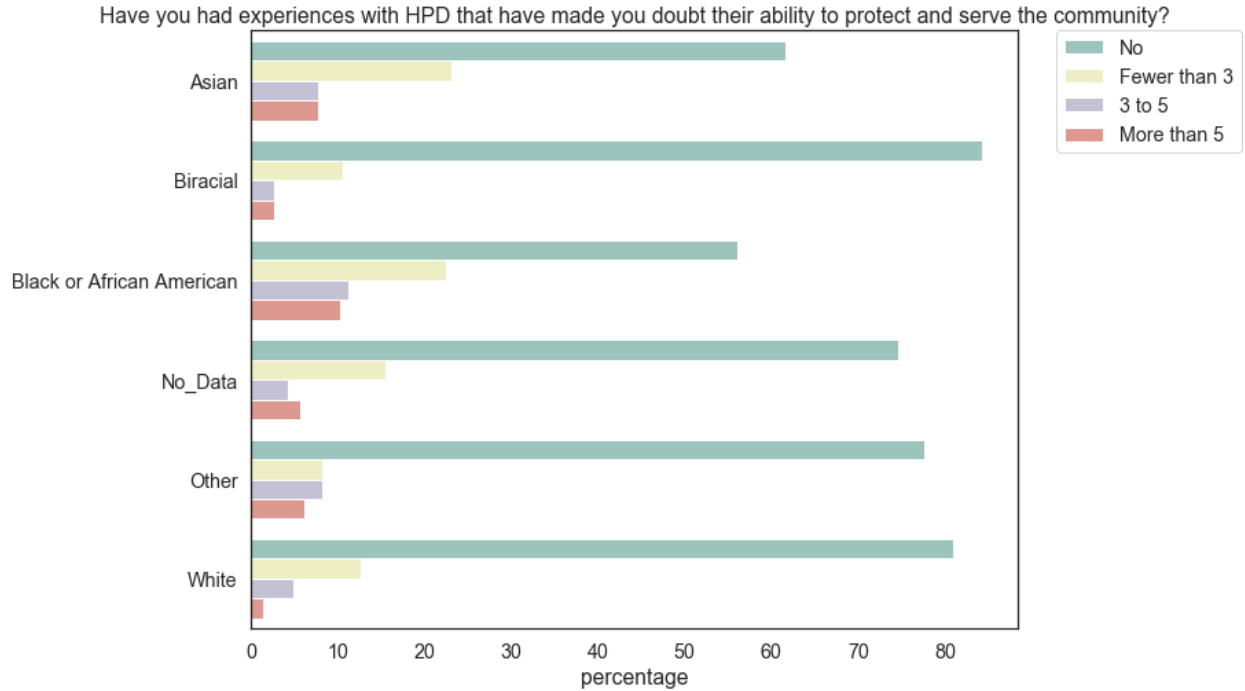
Top words from Black respondents to this question:
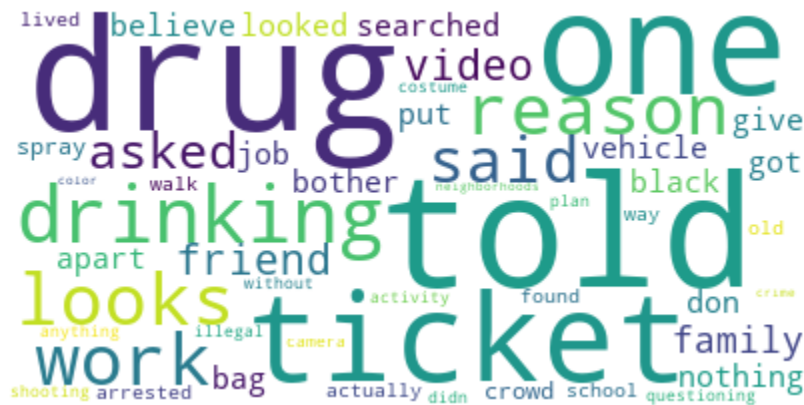
Write-in responses from Black respondents

- *When they searched my vehicle in which it had nothing to do with the incident that happened!! My car was parked and wasn't apart of the crime!!!*
- *Cops gave me a ticket for drinking alcohol but it was soda. They wouldn't believe me and I fought and got the ticket thrown out.*

- *One morning, on my casual walk to work i noticed a police vehicle approaching me on my right. He stopped at a red light, rolled down his window and said, HEY YOU. Where are you going? I told him i was on my way to work to wash dishes. He then asked where i lived, i told him the name of the complex but did not give him my exact addresss. He told me there was a shooting in that area and told me i fit the description. He said he. Could take me with him for questioning if he wanted. I said i didn't know anything about a shooting and continued on my walk. He followed me, until i got into my work.*
- *One night at Second ward Myself and my friend were working on a music video. He had a costume for me in the parking lot. We had a plan. To film at a friends house who was throwing a party. We step out to grab the costume for the video and were immediately ambushed by at least 6 HPD officers who suspected we had drugs and were conducting illegal activity. We were questioned and told them our plans and that we were just artists making a video. They looked at us in disbelief and asked if they could search us both. I agreed to be searched because i feared what would happen if i declined. They tore through my camera bag leaving my laptop computer and camera on the ground. They found no drugs or anything related to illegal activity. They promptly left without any apology or explanation.*
- *Once a neighbor called the police on my brother and I saying we were selling drugs when we were in fact just selling merchandise for an school fundraiser. I'm not sure if it was just apart of protocol but they asked many questions I didn't think were very relavent like where I lived, and family information etc*

NOTE - this is an example of HPD being enlisted for what I could consider a minor and baseless issue. I point this out mainly because I think some repair work has to be done with respect to messaging to the community about what the police are for/why someone should call the police.

Top words from White respondents to this question:

Write-in responses from White respondents:

- *I have reported suspected drug dealing in front of my house, and got no response or follow-up. My daughters repeatedly reported drug activity at the house next door to theirs, even taking pictures of the license plates of the comings and goings, and got no response or follow-up.*

NOTE - this, especially paired with the comment I've placed above, exemplifies why I think we should put more pressure and responsibility on the community to not enlist the police for matters where they do not have all the relevant information or are not directly involved or in harm's way.

- *I have seen interactions between the community and the police in which the police failed to de-escalate situations with youth, parents and people with mental health issues.*
- *They took someone's side against me. I think it was a racial issue and they sided with the non white person.*
- *I regularly see police officers disproportionately patrolling areas of the city with subsidized housing, and pulling over Black community members. My husband has been pulled over by police officers for traffic violations, and they have played weird power games with him ("why didn't you pull over right away? you trying to run away?" when he pulled off immediately into the next safe shoulder.) I see HPD members and supporters on our public Facebook forums calling POC "thugs." None of this inspires any confidence that the police are here to serve ALL members of our community.*
- *It is unquestionable that Hudson has a traffic safety problem in many parts of the city. Vehicles drive way too fast, and I rarely see Hudson police patrolling the streets. Traffic safety is a concern of mine and my neighbors, and Hudson seems to have a culture of permitting speeding traffic. It would be nice to see Hudson police strictly enforce traffic laws, while generating revenue in the process.*

NOTE - several White people reported speeding as a concern. These concerns were not present in any other racial group.

Have you had any experiences with the HPD that have caused a physical or emotional injury, including incidents of misconduct?

Relatively few respondents (<10%) reported events that caused emotional or physical harm. The highest proportion of these came from Black/African American respondents. I have pasted nearly all of the written responses for these below, as they are important and informative.

Have you had any experiences with the HPD that have caused a physical or emotional injury, including incidents of misconduct?
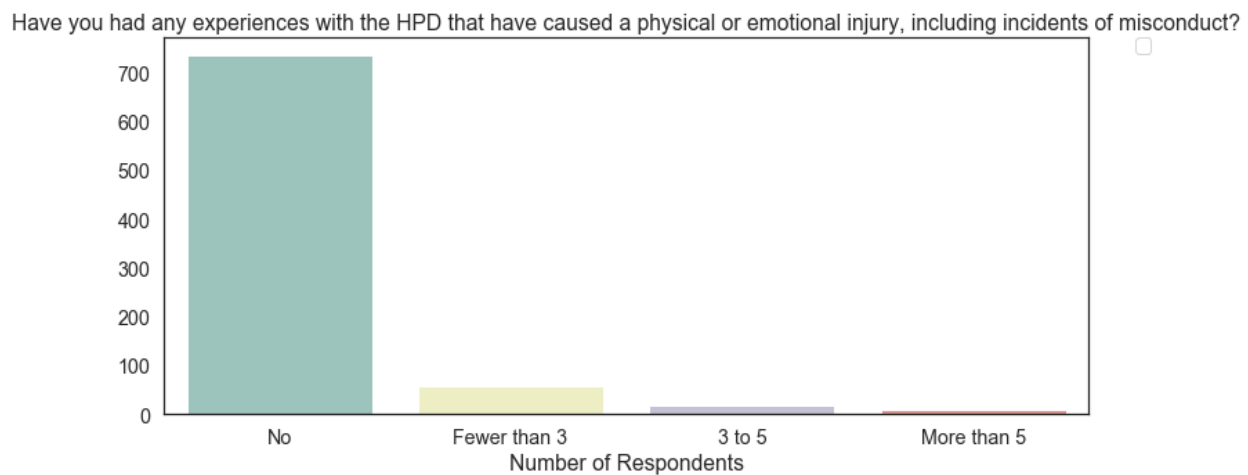
Write in from Black respondents:
- *Hit with bully clubs and kick for no reason*
- *Witnessing an officer sprayed a crowd of a pregnant woman and numerous children without warning due to two groups arguing back and forth. My son was improperly handled by an officer who smelled of alcohol on his breath. I was also unjustly arrested and fortunately Chief Ellis at that time helped get that case dropped*
- *Aggression with family, disrespect, sarcasm, lack of compassion, physical mistreatment, superior attitude, name calling.*
- *HPD constantly beats on my family, while in custody.*
- *My friend got his tooth knocked out, another friend got beat and others have been stalked and are terrified*

Write-in responses from Biracial/Other/Asian respondents:
- *I've had two interactions with Hudson police that were aggressive and disrespectful*

- *One specific time my friend was pulled over for her tail light being out. I was 16, i am a women of color, and i was asked for my ID before she was.*
- *The only injury I feel is how my community seems to be changing for the worse right now due to the influx of people who don't live here. Trying to make changes to our community; saying horrible things about cutting the very police department we trust.*
- *I saw an officer texting and driving*

Write-in responses from White respondents:
- *I have minimally interacted with the HPD in the years that I've lived in Hudson, however I have heard of several upsetting incidents from friends who've lived here longer. Once which involved tazering a resident who was in medical distress.*
- *HPD seems to be a very small department that works within a very small community where everybody for the most part knows one another and their families. Hudson is not a big metropolitan area where you might find police misconduct*
- *A cop escorted an old roommate to come and take her bed, it was silly that he was there*
- *My friend claimed an officer kicked him when he refused to get into a patrol car.*
- *We haven't lived here long enough but i'm sure we will, because police so often cause harm.*
- *Involving how to talk to someone in case of a suicide*
- *Not handling domestic violence case properly*

What would you like to see the HPD do differently?

Here, we see surprising consistency in response across social groups. By and large, people want more community engagement. This is also evident in the write-in responses - people suggest that officers walk around on foot downtown and engage in social events.

We do see systematic differences by group, specifically with respect to the number of patrol cars and officers. Those who requested more patrol cars in their neighborhood tended to be White (72% of respondents who checked this box), 35-54 (44% of respondents who checked this box), Male (53% of respondents who checked this box), and worked but did not live in Hudson (28% of respondents who checked this box). Both second and fifth ward respondents were equally likely to request more patrol cars (14% of respondents who checked this box).

What could HPD do differently?

Those who requested fewer patrol cars in their neighborhood tended to be Black (27% of respondents who checked this box) or White (64% of respondents who checked this box), 18 to 34 (59% of respondents who checked this box, Female (53% of respondents who checked this box), and live in the first ward (28% of respondents who checked this box).

We see this same finding for people who have been in Hudson for fewer than two years - more respondents would like to see fewer patrol cars and traffic stops in their neighborhoods than people who have been here for longer amounts of time.

Top words from White respondents:

Write-in responses

White respondents

- *Be around downtown more to much hanging out with residents over across from the highrise*
- *I'd like to see them be friendlier to individuals in the community. Engage*
- *Walk through our city in all areas and interact with the public. this will build more trust within the community toward our officers*
- *Walking the beat*
- *not be responsible for all emergency and non-emergency issues in hudson (animal control should not be police, code enforcement should not require police involvement, etc.)*
- *more officers on foot in neighborhoods, from time to time. we never see them now.*
- *I'd like to see officers on foot patrol getting to know residents face to face*
- *It's not the cops that are responsible for "community" policing; it\'s the community. we need community leaders to reach out to the hpd and engage them; not the other way around.*
- *Local engagement in the neighborhood*
- *Street cops ..especially on weekends on warren street*
- *More walking patrols so that the community and the officers get to know each other*
- *Less police cars more bike patrols or cops on foot (get police out of the court house and on patrol) and address the 16 wheeler trucks in the neighborhoods where they do not belong*
- *Stop sending people who belong in jail to the cmh er for psych evals, like the lady who stabbed her husband on columbia st. she should've been taken directly to jail!*
- *I am not advocating for additional training to address substance use or mental health issues because i think those calls should be fully transitioned to other agencies*
- *More city employees who hold accreditation and education on mental health, addiction, poverty, state sanctioned racism, etc. if a yoga teacher requires more hours of training than a cop (who is given a lethal weapon to use with 99% impunity), that is an absurdist system*
- *Honestly get some people without guns, more well equipt to deal with mental health and addiction issues.*

Top words from non-White respondents:

Non-White respondents

- *Learn how to handle every type of situation the correct way.*
- *No police in schools*
- *Respect and get to know the residents of the community they patrol.*
- *More cameras and monitoring of areas that have higher incidence of crime and issues*
- *Give respect in order to get respect and help*
- *More training on how to speak to us respectfully*
- *Less profiling and needs traffic lights down by hudson terrace apartments*
- *More or better and ongoing cultural training & creative responses to lessening altercations*
- *Parking enforcement*
- *Less judgement,stop killing and be more calmer and compliment*
- *Establish a citizens police academy. I participated in one and gained a whole new understanding*
- *All officers, hpd and otherwise, should have training in how to handle situations without force whenever possible*
- *By community engagement, I mean do something that is genuine and strictly for the community. HPD hasn't doesn't anything to prove they're not corrupt*
- *More accountability.*
- *Retraining in use of force, better follow up on complaints, periodic and random drug tests for officers*

HUDSON POLICE DEPARTMENT POLICY REVIEW

Introduction

As part of Executive Order No. 21-20, the Police Accountability and Reconciliation Committee (PARC) was tasked with establishing a list of recommendations for Mayor Johnson concerning three areas:

> 1) community policing; 2) police interactions with people of color, those with substance use disorders or people in a mental health crisis; and 3) incidents of police brutality or misconduct, if any, among other issues the community may wish to raise or the Commission may wish to explore.[4]

The following sections are intended to provide a deeper look into how this directive applies to current HPD policy, as well as to give recommendations as to how policy can be improved to better meet the needs of the Hudson community. The information contained within has been gleaned from nearly five months of PARC meetings, conversations with the Hudson community and police, as well as independent research conducted by individual PARC members.

Many of these recommendations are interlocking and inter-related. Specific recommendations will be **bolded** throughout the text, and a summary of all recommendations can be found at the end of each section. A more thorough list, with specific departmental case studies cited, can be found in the appendix.

Transparency and Accountability

Introduction
A large source of the public's distrust in policing comes from a lack of understanding about how policing works, and the lack of any public input into its function. The institution of policing is unique in America in that although it is funded by taxpayer dollars, there is often little democratic input into policing practices and policies. Combined, this lack of insight and oversight can create a feeling of alienation and distrust between communities and police.

---

[4] [Executive Order No. 21-20, *City of Hudson*](#)

Transparency means nothing without legibility. It is not enough to have access to the data of public institutions, this data must also be delivered in a way that can be understood by the public at large. Specific recommendations for how this can be accomplished can be found throughout this report.

Transparency in policing can take many forms. It can mean a website with up-to-date policies and data. It can mean regular meetings between police and community members where issues are discussed. In all forms, it means a strategy that prioritizes both the public's right to have an idea of how police in their community work, and a voice in how police *should* work.

Policy and Data
It is the recommendation of PARC that HPD implement a new "Policy and Data" section on their City of Hudson webpage. Policies should be briefly summarized in accessible language, and the full documents should be downloadable in PDF format. Data on police activity should be made available as well, with categories for type of incident, age, race, gender, and geographical location. Location data for parking ticket enforcement and fines should be made available as well.

This data should be kept up to date and available to download in an easily accessible format such as .xslx or .csv. For aspirational models of how this can be done, please refer to the Baltimore Police department's Policy page[5] and the Baltimore city government's Open Data project[6].

Third Parties
The last forty years have seen a general trend towards privatization in government infrastructure. The merits of this shift may be debated another time, but the fact remains that these private companies are not subject to the same democratic oversight as public institutions.

For example, a third party law firm called Daigle Law Group[7] is hired by the Hudson Police Union to write much of Hudson PD's current policy. The knowledge of experts should be welcomed for the discussion of responsible policing practices, but it's important that this be made a discussion in the first place. While these contracts and policies are reviewed within the Legal Committee, it's important that the public be allowed participation in an open, transparent, and democratic manner.

---

[5] "BPD Policies." *Baltimore Police Department*

[6] "Baltimore Police Crime Stats", Baltimore Police Department

[7] https://daiglelawgroup.com/

It is the recommendation of PARC that all third-party contracts be disclosed and made publicly available for review. A "Third Party Contracts" page on the Hudson PD website would be an ideal location to host this information.

Digital Complaint/Off-Site Complaint
Currently, the only way to submit a police complaint is in-person at the precinct. While complaints against the department are low, it should be kept in mind that many people do not feel comfortable lodging an in-person complaint at the very institution that they are lodging a complaint against. **Having an anonymous digital submission section on the Hudson PD webpage will remove this barrier. Additionally, if someone wishes to submit a complaint in person, there should be additional drop off and pick up locations besides the precinct and City Hall.**

Early Intervention System
It is in the best interest of both the police and the public to prevent a tragedy before it happens. When looking back at police misconduct, it is too often the case that there were red flags long before the incident took place. By flagging these high-risk officers, it allows the department and any oversight committee to approach individual officers in a *remedial* manner before an incident occurs, rather than in a *punitive* fashion after a tragedy has occurred.

IAPro is a company that provides affordable professional standards software for the public safety sector[8]. Their products are used by over 800 public safety agencies in five countries. The software allows detailed analytics for spotting out-of-standard performance quickly and easily. **It is the recommendation of PARC that Hudson PD purchase and implement a professional standards software for their department, and to make early intervention analytics available to a prospective PARC committee when formed.**

Transparency Recommendations
- **Create a new "Policy and Data" page on the Hudson PD website.** Policies should be briefly summarized, with full text available for download in .pdf or .doc format. Policing data should be kept up-to-date with details of category of incident, age, race, gender, and general geographic location. This data should be made available in an easily parsable format such as .XLS, .XLSX, or .CSV.
- **Hudson PD must disclose all third-party contracts.** A "Third-Party Contracts" page could host these contracts for easy public access.
- **Create both an online and offline site for the anonymous reporting of police complaints.**

---

[8] https://www.iapro.com/

- **Purchase and implement a professional standards software for HPD, and make early intervention analytics available to PARC.**

USE OF FORCE

Definition[9]
A use of force incident is any incident in which an officer uses physical force against a citizen. Section 9.17.00 of HPD's Use of Force policy states[10]:

> "In general terms, force is authorized to be used when reasonably believed to be necessary to affect a lawful arrest or detention, prevent the escape of a person from custody, or in defense of one's self or another"

Ambiguity in policy is a potential site of conflict in a contentious situation. The HPD's current policy does not explicitly address crucial areas of use of force procedure such as de-escalation, use of force continuum, or the primary objective of preserving human life.

The public perception that police are immune from prosecution is one of the main causes of distrust between public and police. By building out the language in HPD's Use of Force policy, the citizens of Hudson may better understand what their local police are doing, and the police may be held to a higher standard that ensures public safety.

Use of Force Continuum and De-Escalation
The level of force that an officer uses in a particular situation is graded along what is known as the "use of force continuum". On one end being the least amount of force, and on the other, deadly use of force. It is standard police training for officers to be taught to escalate up the continuum to match an escalating situation, although in many departments, including HPD, this is not formalized in their Use of Force policy.

The National Institute of Justice offers a sample use of force continuum[11]:

- Officer Presence   No force is used. Considered the best way to resolve a situation.

---

[9] Some departments, including Hudson PD, have begun using the term "defensive action" in place of "use of force". It should be noted that this is a contested term, with opponents noting that the inclusion of the word "defensive" amounts to a rebranding in the face of a contentious topic. For the purposes of this report, "use of force" will be used, and should be considered interchangeable with "defensive action" whenever applicable.

[10] "Article 9, Weapons and Defensive Action", *Hudson Police Department*

[11] "The Use-of-Force Continuum, *National Institute of Justice*

- Verbalization   Force is not-physical.
- Empty-Hand Control   Officers use bodily force to gain control of a situation.
- Less-Lethal Methods   Officers use less-lethal technologies to gain control of a situation.
- Lethal Force   Officers use lethal weapons to gain control of a situation.

A sample policy for the use of force continuum would explicitly state that the primary objective of an officer interaction is the de-escalation of a situation. When force is used, it must be the minimal amount of force necessary to reduce the immediate threat. When escalating to a lethal level of force, an officer must have exhausted all other possible means before shooting. Additionally, the officer must issue an audible warning that they are moving to a lethal use of force.

While the Hudson Police Department's Use of Force policy mentions that officers must escalate according to their training, there is no clear explanation of escalation protocol or how to communicate with citizens. Additionally, while specific actions such as chokeholds and no-knock raids have already been prohibited by Governor Cuomo and Mayor Johnson's executive order, these prohibited actions need to be formalized in policy documents so as to avoid any confusion in the prosecution of a breach of protocol.

Objectively Reasonable
There is no single definition of what constitutes a lawful or unlawful use of force. In most departments, including HPD, the baseline standard by which a use of force is judged is called "objectively reasonable". The working definition of "objectively reasonable" was established in the landmark 1989 Supreme Court Case Graham v. Connor[12]. In it, the court defines "objectively reasonable" as:

> "The "reasonableness" of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with the 20/20 vision of hindsight…. The calculus of reasonableness must embody allowance for the fact that police officers are often forced to make split-second judgments   in circumstances that are tense, uncertain, and rapidly evolving   about the amount of force that is necessary in a particular situation."

Essentially, one must look at what information the officer could have had at the time, and not what someone knows with the benefit of hindsight.[13] The definition offers broad outlines for

---

[12] "Graham v. Connor, 490 U.S. 386 (1989), *Justia US Supreme Court*

[13] This is an important point that ties in with the intentional limitations in the design of the Axon Body Camera, to be addressed later in the report.

what constitutes a justifiable use of force, but how this standard gets incorporated into policy is left up to individual departments.

From "Objectively Reasonable" to "Necessary and Proportional"
Objectively reasonable provides the minimum standards by which a use of force may be considered justified. However, many recent and highly publicized use of force incidents have been deemed justified in a legal sense but in the eyes of the public are perceived as excessive and unwarranted.

Accordingly, many jurisdictions have begun to shift their thinking when it comes to this standard. After a spike in homicides in 2012, the Camden police chief began a large scale effort at reforming the police department with an emphasis on building community relations.[14] This included a complete and total overhaul of departmental policy, including Use of Force.

Consider this statement of purpose in the Camden PD Use of Force policy[15]:

> The primary purpose of this directive is to ensure officers respect the sanctity of life when making decisions regarding use of force. Sworn law enforcement officers have been granted the extraordinary authority to use force when necessary to accomplish lawful ends. That authority is grounded in the responsibility of officers to comply with the laws of the State of New Jersey regarding the use of force and to comply with the provisions of this directive. Equally important is law enforcement's obligation to prepare individual officers in the best way possible to exercise that authority.
>
> In situations where law enforcement officers are justified in using force, the utmost restraint should be exercised. Use of force should never be considered routine. In exercising this authority, officers must respect the sanctity of all human life, act in all possible respects to preserve human life, do everything possible to avoid unnecessary uses of force, and minimize the force that is used, while still protecting themselves and the public.

This is an extraordinary document in that it does not just set a minimum standard by which an officer *may* use force, but outlines how and when an officer *should* use force with a clear guiding principle of protecting the sanctity of human life at all times.

The Camden PD's new policy is centered around six core principles that reorient the use of force with respect to the sanctity of human life. Broadly speaking, this model can be summarized as the shift from "objectively reasonable" to "necessary and proportional". The

---

[14] "The City That Remade Its Police Department", Sarah Holder, *Bloomberg Businessweek*

[15] Vol. 3, Ch. 2 -- Use of Force, *Camden County Police Department*

American Law Institute offers a definition for the objective of "necessary and proportional" in a 2017 report[16]:

> Officers should not use more force than is proportional to the legitimate law enforcement objective at stake. In furtherance of this objective:
>
> (a) deadly force should not be used except in response to an immediate threat of serious physical harm or death to officers, or a significant threat of serious physical harm or death to others;
>
> (b) non-deadly force should not be used if its impact is likely to be out of proportion to the threat of harm to officers or others or to the extent of property damage threatened. When non-deadly force is used to carry out a search or seizure (including an arrest or detention), such force only may be used as is proportionate to the threat posed in performing the search or seizure, and to the societal interest at stake in seeing that the search or seizure is performed.

Camden is a much bigger city than Hudson, and a police department of their size faces problems of a different scale. They also face those problems with vastly different resources. But the principles of protecting human life are not contingent on department size, they are universal goals for public safety. If and when Hudson PD looks to better address these goals, we should look to other cities who are at these same crossroads.

After Action Review (AAR)
An after action review is when a police department evaluates a critical incident. Following a use of force incident, in which tensions between the public and the police are already high, it is crucial that the police maintain a clear and open line of communication. **In line with the objectives outlined in the Transparency section of this report, it is the recommendation of PARC that Hudson PD, in concert with a newly initiated permanent commission (PARC), outline a clear and concrete policy for the release of information surrounding a use of force incident including, but not limited to: identities of victims and officers involved, body camera evidence, and an investigation timeline.**

Training
New policy will require new training. Under the mandate of the newly formed PARC, it should be a task of this committee to outline new training procedures and a timeline for implementing these policy changes.

---

[16] "Principles of Law: Use of Force", *The Policing Project*

Use of Force Recommendations:
- Build on the standards of "objectively reasonable" into a policy which outlines the principles of "necessary and proportional".[17]
- Create clear and explicit language defining a "use of force continuum".[18]
- Create clear and explicit language defining "de-escalation[19], with the mandate that an officer must exhaust all tactics of de-escalation before resorting to deadly force.[20]
- If all other options have been exhausted, an officer needs to provide a clear and audible warning that they are escalating to deadly force.[21]
- In the case of a use of force incident, Hudson PD needs a clear policy that outlines a clear timeline for the release of details.
- After Action Reviews (AARs) of critical incidents should be completed according to clearly defined objectives of transparency and accountability.
- Formalize Mayor Johnson and Governor Cuomo's ban on chokeholds and no-knock raids within departmental policy.
- Ban shooting at or from moving cars.
- In accordance with these new policy revisions, the Public Safety Committee and the Hudson PD must outline all new necessary training procedures, as well as an expedient and concrete timeline for implementing this training.

BODY CAMERAS

Introduction

When speaking about any camera, it's important to consider *how* the camera works, *where* the information is stored, *who* has access to this information, and *what* this information ultimately gets used for. A deeper understanding of these nuances will help craft policy that increases transparency and improves relationships between police and the communities they serve.

In the wake of highly publicized deaths of Black citizens, beginning with Michael Brown in 2014 through George Floyd and Breonna Taylor in 2020, body cameras have surged in

---

[17] i.e. "8.200 Using Force", *Seattle Police Department Manual*

[18] ibid.

[19] i.e. "2-52 Use of Force-General", Albuquerque Police Department Procedural Orders

[20] i.e. "Chapter 1.3 Use of Force", *New Orleans Police Department Operations Manual*

[21] ibid.

popularity across the United State. As of late 2018, over half of police departments in the country had a body camera policy in place.[22]

The argument for a body camera's adoption is that they are a win-win proposition. The public benefits because the knowledge that an officer is being filmed supposedly disincentivizes bad behavior. Police benefit because they are able to accurately and reliably show their side of the story, countering false accusations of police misconduct. Additionally, body cameras and their software expedites the filing of reports, freeing up officers from the bureaucratic paperwork that clogs up many budget-strapped departments.

However, as their use has become more widespread, a debate has surfaced as to who realistically benefits the most from body cameras. A 2017 survey of hundreds of the top prosecutors offices in the country found that 93% of those offices had used body camera evidence to prosecute civilians, yet only 8.3% had ever used body cameras to prosecute police[23]. Another study released the following year found that body cameras did not reduce the incidents of use of force by an officer.[24]

In 2019, the Hudson Police Department received $10,000 in funding for body camera acquisition, data storage, and training through a New York State grant[25]. In 2020, Governor Cuomo issued a series of guidelines outlining acceptable body camera use. The Hudson Police Department's current body camera policy is based off of these 2020 New York State guidelines. However, this policy primarily outlines when an officer must activate their body camera. While failure to activate a body camera is certainly an issue that needs to be addressed, there are other issues that should rise to policy level, including limitations of the camera's perspective, data storage, and footage release procedures following a use of force incident.

The following is not meant to relitigate whether or not Hudson PD should be using body cameras. The existing Hudson PD body camera contract ensures that they will be in use through at least the end of 2020[26]. **During this time, the body camera program should be audited for effectiveness before renewing any contract**

---

[22] "Just How Common Are Body Cameras in Police Departments?", Ben Miller, *Government Technology Magazine*

[23] "Research on Body Cameras: What We Know, What We Need to Know", Cynthia Lum, Megan Stoltz, Christopher S. Koper, and J. Amber Scherer, *Criminology & Public Policy*

[24] ibid.

[25] "City Police Wear Body Cameras on Patrol", Amanda Purcell, *Hudson Valley 360*

[26] "City Police Wear Body Cameras on Patrol", Amanda Purcell, *Hudson Valley 360*

Axon

Axon[27], formerly called Taser, is the world's leading body camera manufacturer. As of 2017, Axon had an 85% market share of the global body camera market. The information and recommendations contained in this report will be specific to Axon's suite of products, as they are the products currently used by the Hudson PD and their dominant market status means that much of their company trajectory defines larger trends in how police departments utilize body cameras.

Axon got its start over 25 years ago with their line of Taser products, which are still the industry leader in the less-lethal weapons market. In addition to Tasers, Axon makes a line of camera-equipped products including weapons, drones, and patrol cars. However, much like many other tech giants operating today, Axon's real business comes from their suite of software products and the data that they generate.

Axon has adopted Apple's business model, which "[pairs] a hardware business with an endlessly recurring and expanding data-storage subscription plan".[28] This data storage subscription plan is called Evidence.com, and is the main interface for all of Axon's products. Evidence.com allows officers to upload, access, and share their video files through the cloud, similar to a Dropbox or Google Drive but with the security measures required by the criminal justice system.

In the past few years, Axon has begun to utilize all of this data to train their next generation of products equipped with AI. Axon AI uses the machine-learning to automatically detect and redact faces, identify key information, transcribe conversations, activate connected cameras in the area, and much more.

Camera Perspective

Hudson Police Department uses the Axon Body 2 camera[29], Axon's best selling model. The Axon Body 2 records with a wide angle lens at a resolution of 720x1280. The recommended placement of the camera is centered on the chest. The camera faces forward, showing what the officer sees. The body of the officer is not seen. While this may seems obvious, this aspect can

---

[27] https://www.axon.com/

[28] "Can the Manufacturer of Tasers Provide the Answer to Police Abuse?", Dana Goodyear, *The New Yorker*

[29] Axon Body 2, *Axon*

lead to what is called a "perspective bias"[30], in which a viewer is more likely to empathize with the officer's first-person perspective. Additionally, movement can be exaggerated, leading to subconscious skewing of a jury's interpretation.

A 2018 study illuminated the effects of this bias[31]. Researchers showed mock juries one of two videos of the same incident. One video showed the event from an officer's body camera, while the other showed the event from a patrol vehicle's dashboard-mounted camera ("dashcam"). The body camera provided a first-person, handheld view, while the dashcam provided a wide angle, distanced view. The study found that juries were less likely to assign blame to an officer when viewed from the body camera than with the dashcam. The authors concluded:

> "If the difference between body cam and dash cam footage is interpreted as bias on the part of the body cam, this research suggests that viewing body cam footage might make judgments by jurors and as well by the general public more lenient toward the body cam wearer (usually a police officer) than might otherwise be warranted."[32]

Simply put, when the perspective of the camera erases the individual, it becomes more difficult to assign blame to that individual. This is not an accusation of wrongdoing on the part of Hudson PD, merely that in the unfortunate instance of a use of force incident, this aspect of the body camera's perspective is a likely pressure point that can widen the trust gap between the public and the police. While in many instances the body camera may be the only video evidence available, the limitations and inherent biases of the camera must be accounted for when crafting clear and effective policy regulating their use.

LENS

POWER SWITCH

EVENT BUTTON

The Axon Body 2 Body-Worn Camera (BWC)

---

[30] "Police Body Cameras: What Do You See?", Timothy Williams, James Thomas, Samuel Jacoby, and Damien Cave, *The New York Times*

[31] "Body camera footage leads to lower judgments of intent than dash camera footage", *Broderick L. Turnera,1, Eugene M. Carusob* , Mike A. Dilichc , and Neal J. Roesea, *PNAS,*

[32] ibid.

Body Cameras and "Objectively Reasonable"

Although Axon product brochures and much of police training present body cameras as a "neutral" and "objective" witness, they are designed in such a way that actually limits what can be seen. The body camera is only made to record what the officer sees, and not what they couldn't. In fact, the cameras are intentionally designed to not see beyond the normal capabilities of a police officer.

Steve Tuttle, Vice President of Communications for Axon, sums it up this way:

> "We want [the body camera] to mimic what the human eye can see. If you go beyond that, now you're going to see things that maybe a jury would say, 'Well the video saw this was a squirt gun and not a real gun', but the officer can't see that. You want to see what he saw. You saw some camera companies in the early stages that were competing with us using [night vision technology]. Big mistake. You can't go into court like that because it doesn't mimic the human eye."[33]

The reasons behind the limitations of this camera are directly tied to the standards of "objectively reasonable" as outlined in the Use of Force section. This presents the body camera as a paradoxical instrument, where it is expected to provide objective clarity to a situation, but through the police officer's subjective limitations.

Further potential conflicts arise with the "objectively reasonable" standard when combined with the ability of officers to review this footage before making sworn statements, something that will be further explored in the upcoming "Sworn Statement" section.

Buffer Mode

When the camera is turned on, it is always in what is called a "Buffer Mode". What this means is that the camera is always recording but it is not always saving the information that it's recording. To save this information, the officer must press the center button on the camera, called the "Event Button". When the event button is pressed, the camera goes back and saves the last thirty seconds of video but <u>not</u> audio. Audio for the file is by default saved from the moment that the Event Button was pressed.

For example, consider a situation in which someone pulls a gun during a traffic stop. The officer ducks for cover, pulls their weapon, and then activates the Event Button. Later, when reviewing the footage, it will show the 30 seconds of video but <u>not</u> audio leading up to the moment in which the officer activated their body camera, providing evidence for any judicial or internal proceedings. If this feature wasn't there, the video would begin right in the heat of the action with both the officer's and the civilian's guns drawn, missing out on the crucial context of what happened in the moments leading up to this standoff. As Hudson PD policy

---

[33] "All Light, Everywhere", *dir. Theo Anthony; prod. MEMORY/Jonna McKone, (forthcoming 2021)*

currently stands, the 30 second buffer window that doesn't record audio severely limits both the public's and the criminal justice system's access to crucial information.

Luckily, this is an easy fix. **The 30 second window, and the decision to only go back and record video is just the default setting that comes with all Axon body cameras. The setting can easily be changed and applied across the department so that body cameras record both audio and video for up to 120 seconds before the Event button is pressed.**

Data Storage
Evidence.com is Axon's cloud data management services that ties their entire suite of products together. When an Axon Body Camera is plugged into a computer, the files from the camera are automatically synced and uploaded to a secure server. Evidence can be easily organized, shared, and processed using the software, allowing for easy communication between law enforcement and other branches of the criminal justice system.

Every time a video file is opened, downloaded, shared, or modified in any way, a note is added to the video file indicating who accessed the file and what was done with it. This functions as an audit trail that may be presented in court to prove that the chain of custody was preserved.

Sworn Statement
The camera is designed to record what the officer *could* have seen, but not necessarily what they *did* see at the time of the incident. Therefore, the ability to go back and review the footage over and over again gives the officer a potentially exploitable opportunity to construct a sworn statement that aligns with available visual evidence *and not what actually happened.* These factors make it possible for officers to be coached by legal defense to testify in a way that their narrative of events will retroactively fall under an acceptable use of force.[34]

According to current HPD policy, officers "may review their video of the incident before the officer has completed his/her force investigation report".[35] **It is the recommendation of PARC that officers are prohibited from viewing body camera footage of a critical incident before making a sworn statement. After making a sworn statement, officers may be allowed to view footage and amend their statement if need be, however, they must also include a note as to why their statement needed to be changed.** This approach is an effective compromise for both police and the public, as it disincentivizes officers from making a false statement while also giving an officer the flexibility to correct their narrative in good faith.

---

[34] "Graham v Connor - Threat Posed by the Suspect", *AZ Lawyer*

[35] "Order 19-13 Section D, Sub-section 15", *Hudson Police Department Body Worn Camera Policy*

Evidence Release

Body cameras are in place to provide clear evidence in a situation for the criminal justice system and the public. However, this clarity is severely compromised if there is no clear plan for how and when people will be able to see this evidence. Establishing clear and expedient timelines for the release of information will help bridge the gap in police and community trust during the charged aftermath of a use of force incident.

There are many legitimate reasons for the police departments to hold back on releasing information to the public surrounding an incident. Investigations take time, and there are very serious privacy concerns to take into account with victims, families, suspects, and innocent bystanders.

However, the withholding of key evidence, including body camera footage, can also give the public the appearance that a cover-up is underway, further eroding public trust in a time of already heightened tensions.[36] Two recent incidents, the case of Harith Augustus in Chicago and the killing of Daniel Prude in Rochester, NY provide case studies of how this has recently played out[37].

There are numerous options available to police for dealing with these privacy concerns. Evidence.com comes standard with a "Redaction Suite", which allows easy and streamlined blurring of faces and the bleeping of sensitive audio information, such as names, addresses, or other identifying information.

In terms of a timeline, the Los Angeles and Las Vegas police departments have led the way in defining clear timelines for the release of all relevant information relating to a use of force incident. Assembly Bill No. 748 from the California State Legislature provides a clear example for policy that could be modeled here in Hudson:

> During an active criminal or administrative investigation, disclosure of a recording related to a critical incident may be delayed for no longer than 45 calendar days after the date the agency knew or reasonably should have known about the incident, if, based on the facts and circumstances depicted in the recording, disclosure would substantially interfere with the investigation, such as by endangering the safety of a witness or a confidential source. If an agency delays disclosure pursuant to this paragraph, the agency shall provide in writing to the requester the specific basis for the agency's

---

[36] "Police Body Camera Footage is Becoming a State Secret", *Matt Stroud, The Verge*

[37] "How Chicago Police Created a False Narrative After Officers Killed Harith Augustus", Jamie Kalven, Eyal Weizman, *The Intercept*

determination that disclosure would substantially interfere with the investigation and the estimated date for disclosure.[38]

It is the recommendation of PARC that the HPD sets a firm deadline in the approximate range for the release of all properly-redacted body camera footage within the range of 30-45 days from the date of a use of force incident.

Video Manipulation
The use of slow motion, zooming, cropping, and other forms of video manipulation can further skew interpretation of body camera evidence. **It is the recommendation of PARC that HPD policy ban video manipulation methods including zooming, cropping, slowing motion, and any other graphical overlays in their official releases. Additionally, videos must be released with the full buffer mode attached at the playhead, and not just once the camera was activated through the Event button.**

Video Retention
While some videos are necessary for ongoing investigations, the bulk of video evidence is unnecessary to save once a filing or legal proceeding is completed. In addition to server costs incurred through storing departmental video on Axon's servers, the unregulated stockpiling of video evidence represents a potential privacy risk for the public. Current Hudson PD policy mandates that all video not marked as evidence be retained for a period of 6 months from capture.[39] This amount of time is adequate to address both privacy and budgetary concerns, although it may be revisited by the Public Safety Committee at a later date.

Privacy and Informed Consent
In addition to the aforementioned instances of protecting victims, their families, and innocent bystanders, there are many other cases when it is not appropriate for a body camera to be filming. While some of these are outlined in body camera training, it's crucial that these restricted uses are formalized in writing within departmental policy.

The nature of police works means that body cameras might capture some of the most intimate and vulnerable moments of a person's life. While officers are trained in acceptable uses of body cameras, current departmental policy does not adequately address the privacy issues that may arise out of having an always-on recording device.

Current HPD policy mandates the following:

---

[38] "Assembly Bill No. 748 Peace Officers: Video and Audio Recordings: Disclosure" California Legislative Information

[39] "Order 19-13 Section C, Sub-section 2", *Hudson Police Department Body Worn Camera Policy*

> While it is generally implied that words and/or actions performed in the presence of a police officer have no expectation of privacy, if asked the officer will inform the person they are being recorded.

This guideline is vague and prone to multiple interpretations. For clarity, **policy must explicitly require officers to inform a member of the public that they are being filmed whenever possible. Additionally, when interviewing crime victims or witnesses, appropriate measures must be taken to protect their identity, and to obtain informed consent before filming.** Language for this guideline can be modeled after Alameda County PD's body worn camera policy[40]:

> While in recording mode, the Member should obtain consent prior to conducting an interview with crime victims and witnesses. If the witness and/or victim refuse to provide a statement on camera, the option of an audio statement or written statement may be used. An audio statement can be accomplished by angling the camera lens away from the victim and/or witness. Statements taken with a BWC [body camera] are required to be audible, intelligible, and summarized accurately in a police report. Members who take a statement with a BWC, absent exigent circumstances, will create a separate file for each statement by turning the BWC off and then turning it back on.

Suspect Arrays

As covered in previous sections, the compiling and long-term storage of video evidence can pose many privacy risks. One possible risk is the ability of officers to comb over video evidence searching for a suspect, even if a crime hasn't taken place. Although this practice is in violation of the 4th Amendment's protection from unlawful search or seizure, this prohibited use must be explicitly outlined and formalized in policy. Events like protests, funerals, or other large gatherings underscore the importance of this distinction.

In addition to the exceptions to recording currently outlined, such as hospitals or departmental proceedings, Hudson PD policy must also explicitly ban the creation of suspect arrays out of body camera footage where no crime has taken place.

Data Sharing

Like many tech companies, Axon routinely collects information from police departments to improve their automated software. When departments sign on with Axon, they are given the ability to opt into allowing Axon to use their videos to help out Axon's software. While this may seem banal, one must look at this in a larger trend of privatized organizations replacing public services. Data from a public institution becomes a valuable resource for a privatized

---

[40] ["General Order 8.17 -- Body Worn Cameras", *Alameda County Sheriff's Office*](#)

corporation, who then uses that data to improve their products, which are then sold back to public institutions for a profit. Additionally, how much data is used and what it gets used for is not made public, as the results of this data collection are protected by intellectual property contracts. **In the absence of democratic oversight of how HPD data is used by Axon, it is the recommendation of PARC that HPD opt out of all data sharing agreements with Axon until further notice.**

Body Camera Recommendations
- **Record audio and video in buffer mode, expand buffer mode to 120 seconds.**
- **Prohibit the ability of officers to view footage before making sworn statements in critical incidents. Officers may view after making statements, and if changes are necessary, must provide reason for change.**
- **Establish a clear policy that defines an expedient timeline within the range of 30-45 days from a use of force incident to the release of body camera footage.**[41]
- **Ban video manipulation by police departments in public release of footage (No zooming, cropping, slow motion, on-screen visual aids, etc.)**
- **Explicitly ban the creation suspect arrays out of footage where no crime has occurred (i.e. protests)**
- **Opt out of sharing Hudson PD footage with Axon.**
- **Before renewing any body camera contract, the program must be audited and gauged for effectiveness, not only from a budgetary standpoint but whether or not there was a measurable decrease in use of force.**

TECHNOLOGY

Introduction
Technological innovation moves faster than the government's ability to regulate its misuse. Effective policy making should not only address the issues we are facing today, but those that we will be facing in the near future. The writer William Gibson says, "the future is already here, it's just not very evenly distributed". By looking at these wider trends, and the ways in which other police departments are already working through them, we can best prepare Hudson for the road ahead.

It would be a mistake to assume that just because Hudson is a small city we are immune from larger technological trends. Technology will become smaller, faster, cheaper, more connected, and more prevalent. This has been the trajectory of the last 30 years, and it shows no sign of

---

[41] See: "Assembly Bill No. 748 Peace Officers: Video and Audio Recordings: Disclosure" California Legislative Information

slowing down. As these devices continue to permeate our everyday lives, they will come to be seen as a "new normal", and challenging some of their core assumptions will become more and more difficult. Thus, it is absolutely *crucial* that in these relatively early stages we set an agenda of responsible use that respects the rights of every citizen.

Facial Recognition

Broadly speaking, facial recognition refers to the ability of an automated system to match a photograph of a person's face with the identity of that person. While the underlying technology may be complex, the essence is that a computer program is able to take an image of a face and automatically translate it to a series of data points. Data points may include the space between eyes, the length of the nose, the overall outline of the face, etc. In theory, the combination of these facial geometries produce a unique digital signature which can be quickly compared with the signature of a new input image. If the signatures match, then theoretically, so do the people that the faces belong to.

Unfortunately this technology is still highly inaccurate[42], particularly with darker skin tones. Black and Brown Americans are also those that are statistically most likely to have had interactions with police. In Columbia County, a Black person is twice as likely as a White people to be arrested. Black people make up 5% of the population in Columbia County but constitute 51% of the prison sentences.[43] Additionally, The combination of faulty facial recognition providing false positives on community members who may have already been unfairly targeted by historic policing trends (and thus are already in a criminal database) can lead to a worsening spiral of criminalization and over-policing. The question should not be what level of accuracy makes this technology acceptable, but if this technology has a place in our community at all.

There are currently no federal guidelines regulating the use of facial recognition. **It is the recommendation of the PARC that HPD join Boston, San Francisco, Oakland, and Portland in becoming one of the first jurisdictions in the nation to outright ban the use of facial recognition.** Exceptions to this ban would include intra-departmental uses, such as identification for employees. Please refer to the 2020 Portland City Ordinance in the Appendix for model legislation on how to effectively regulate this new technology.

---

[42] "Amazon's Face Recognition Falsely Matched 28 Members of Congress With Mugshots", Jacob Snow, *ACLU*

[43] "NYS Arrests and Prison Sentences by Race/Ethnicity", *New York State Division of Criminal Justice Services*. A new report conducted by the local political action group Citizens of Hudson analyzing arrest data in Hudson found similar disparities in arrests across race/ethnicity. While its findings are beyond the purview of this report, its findings should be seen as complementary to the recommendations of PARC.

Automated License Plate Reader (ALPR)

As its name suggests, an Automated License Plate Reader is an electronic system that is able to automatically detect, register, and identify the license plate of an automobile. ALPR systems have been around for over 25 years in toll booths, patrol vehicles, and traffic light cameras. These older ALPR systems are deployed in very specific circumstances and situations, such as when a car runs a red light or an officer manually turns it on to look up a license plate number. However, the new generation of ALPR systems are always on and always connected to the internet, indiscriminately scraping large amounts of information, represent a sharp escalation of this technology, and thus introduce heightened risk.

ALPRs have many benefits. They can help locate lost or stolen vehicles, or aid in tracking down vulnerable people during Amber or Silver alert situations. However, like facial recognition technology, the failures of this system disproportionately affect people of color who are already hit hardest by over-policing and higher crime rates. Additionally, ALPR typically store their history of captured data, creating an extremely large and detailed database of vehicle locations on the road. The fact that information gleaned from this constant surveillance may freely pass back and forth between public and private institutions poses many privacy issues that are inadequately addressed by current regulations.

Hudson PD does not currently employ any "always on, always connected" ALPR system. However, in the case that they do decide to pursue this route, it is crucial that this be done with open and transparent community involvement. **Under the newly created PARC, it would be the mandate of said committee to provide input and establish use case procedures before allowing ALPRs to be adopted by Hudson PD.**[44]

Doorbell Cameras

In Summer 2020, the Hudson Police Department and the Columbia County Sheriff's Office began a strategic partnership with Amazon Ring[45], allowing easy access of doorbell cameras as material evidence in criminal cases. While it is within everyone's right to determine what they share with whom, it's important (and legally required) that people understand their rights when using this technology. For many of the reasons already outlined above, this new public-private partnership presents potential risks if not properly regulated.

For example, citizens who are unfamiliar with how these cameras function might mistake a police department's voluntary request for video evidence as a mandatory legal request. **In line**

---

[44] For a guideline on how this conversation can go, see Axon's [AI & Policing Technology Ethics Board Report on Automated License Plate Readers.](#)

[45] ["Working Together for Safer Neighborhoods, Introducing the Neighbors Active Law Enforcement Map", *Ring*](#)

with the recommendations outlined above, it should be the mandate of PARC to establish regulatory policy for the implementation of any HPD partnership with doorbell camera providers such as Google's Nest or Amazon's Ring. This policy should outline proper use, chain of custody for evidence, as well as proper procedures for notifying the public when evidence is requested from one of these civilian cameras.

Technology Recommendations

Facial Recognition[46]

- **All public bureaus need to perform an assessment on whether or not facial recognition technology is currently being used.**
- **Ban the use of facial recognition technology by public bureaus.**
- **Ban public bureaus from knowingly entering into third-party contracts with vendors who employ facial recognition technology as part of their services provided.**
- **Exceptions are allowed in specific instances, such as staff verification purposes or detecting faces for the sole purpose of redacting a recording (i.e. Axon Redaction Suite).**

Automated License Plate Readers

- **Establish regulatory policy for use of any new "always on-always connected" Automated License Plate Reader System (ALPR) before acquisition**

Nest

- **Establish regulatory policy for the implementation of any HPD partnership with doorbell camera providers such as Google's Nest or Amazon's Ring.**

---

[46] Hudson PD policy may be modeled off of the City of Portland's recent facial recognition ban: Prohibit the acquisition and use of Face Recognition Technologies by City bureaus (Ordinance).

COLLATERAL CONSEQUENCES OF POLICING AND INCARCERATION ON CHILDREN AND FAMILIES

Context

My name is Joan Hunt, LMSW and I have worked as a community organizer and licensed social worker in Hudson for the last 9 years, and several years before that in a voluntary role. Throughout my time in the Hudson community I've witnessed, both directly and indirectly, the impact of policing and incarceration on families, particularly children. Children that have had direct contact with law enforcement, especially if it included taking their parent/loved one away, or kicking in their door in the early morning hours, typically hold a significant amount of distrust, fear, and anger towards the police. They don't always understand why their parents were arrested (depending on their age) and almost always worry about their parents' well-being following an arrest and potential period of incarceration. Several children and families over the years have explained to me in detail, the experience of a police raid, the terror, physical damage and lasting memories of these events. I have also personally witnessed the aftermath of raids; the chaos, clothes and belongings thrown all over the house, items broken etc. The blatant disregard for the property and homes of people typically living in poverty coupled with the often disrespectful and disparaging comments made during these instances create an experience that leave a lasting traumatic impact on children.

No-knock raids

There are an estimated 60,000 no-knock raids a year in the United States, according to Pew Charitable Trust.[47] This is a significant increase since the early 1980s when there were approximately 3,000 a year. Much of this increase can be attributed to the War on Drugs and tough on crime policies that emerged as a result. According to the American Civil Liberties

---

[47] Van Ness, L. "Breonna Taylor Killing Spurs Action Against No-Knock Warrants." *The Pew Charitable Trust.* October 27th, 2020.

Union, approximately 62% of no-knock raids were used for suspected drug offenses.[48] Furthermore, the ACLU notes that 80% of SWAT deployments between 2011-2012 were dedicated to search warrants instead of hostage situations or active shooters. To complicate matters more, 36% of SWAT raids turned up nothing. This is particularly problematic as there is great risk of injury or death in the execution of no-knock warrants. Of the 818 SWAT reports analyzed by the ACLU, there were at least 7 civilian deaths, including the death of a 7 year old girl in Detroit. In May of 2014, a 19-month-old in Georgia was hit when a flashbang grenade was thrown in the house and landed in the toddler's crib. The baby was so badly burned that he was placed in a medically induced coma. He is 7 years old today and struggling physically and emotionally as a result of this incident. In the case of both of these young children, nothing was found at the addresses being raided.

Children of arrested parents

According to a 2015 Childs Trends report, 1 in 14 children in the United States have been impacted by the incarceration of a parent at some point in their lives.[49] Recent studies and media attention have shed light on the fact that there is a very large, vulnerable population that has remained invisible and under-served in the United States. Over the past several decades, the incarcerated population has grown in an unprecedented way, and as a result the number of children impacted by having a parent incarcerated has also grown dramatically. As of 2012, it was estimated that over 10 million children in the United States have experienced parental incarceration in their lifetime and almost 3 million children currently have an incarcerated parent.[50] Numerous studies have exhibited evidence that children of incarcerated parents face significant, unique challenges, and are often impacted negatively in multiple areas. Despite the fact that parental incarceration is a consistent link with negative

---

[48] "War Comes Home: The Excessive Militarization of American Policing." *American Civil Liberties Union (ACLU)* June 2014.

[49] Child Trends. "Parents Behind Bars. What Happens to Their Children?" October 2015.

[50] The Annie E. Casey Foundation. "A shared sentence: the devastating toll of parental incarceration on kids, families and communities." April 2016.

outcomes,[51] there are numerous programs and interventions that schools, community organizations, and other entities including some law enforcement agencies, have developed to mitigate the effects of parental incarceration.[52]

There is no single story that describes what it is like for a child to have a parent who is incarcerated. The experience depends on diverse factors, including the quality of the parent-child relationship prior to incarceration, the degree of household stability following the incarceration, and the child's age, developmental level, and individual personality. Although it is challenging to disentangle the effects of parental incarceration from other risk factors that children may have experienced prior to a parent's incarceration, parental incarceration is now recognized as an "adverse childhood experience" (ACE) of the type that can significantly increase the likelihood of long-time negative outcomes for children. Parental incarceration is distinguished from other adverse childhood experiences by the unique combination of trauma, shame, and stigma. This can increase feelings of isolation and alienation that keep children, caregivers, and parents from seeking services.[53]

We know that each child that is impacted by incarceration has most likely come into close contact with police and some point in their life. This interaction can leave a lasting and often detrimental impact on that child, creating fear, mistrust and anger towards police. Witnessing an arrest can be particularly traumatic for a child and without departmental policies and procedures in place to protect children. There are excellent models that have been implemented in cities throughout the U.S. to safeguard children during the time of a parent's arrest. Child-sensitive arrest protocols are now implemented in New Haven, CT, San Francisco, CA, and New Mexico. Additionally, Washington State, Washington, DC, Allegheny County, PA, Little Rock, AR, Oregon, San Antonio, TX, Butte County, CA, and Riverside County, CA have developed specific recommendations for developing and implementing concrete child-sensitive arrest protocols. The closest example is in Albany, NY where the police department has implemented a safeguarding children of arrested parents policy which

---

[51] Johnston, D. (2012). Services for children of incarcerated parents. Family Court Review, 50, 91-105.

[52] Miller, H., & Barnes, J. (2015). The association between parental incarceration and health, education, and economic outcomes in young adulthood. American Journal of Criminal Justice, 40(4), 765-784

[53] Tanya Krupat, Elizabeth Gaynes, and Yali Lincroft. (2011). A Call to Action: Safeguarding New York's Children of Incarcerated Parents. New York, New York: New York Initiative for Children of Incarcerated Parents, The Osborne Association

59

included training for the whole department. The International Association of Chiefs of Police developed a Toolkit called Safeguarding Children of Arrested Parents, which includes a comprehensive set of resources including a model policy that police departments can adopt.

I truly believe and am hopeful that we can do better in Hudson and Columbia County to both maintain public safety while understanding the collateral consequences of current policing policies on children and families. I look forward to continuing my work with PARC, HPD, the Columbia County Sheriff's office and other key stakeholders to bring about these necessary changes.

Recommendations

1. **Ban no-knock and quick-knock warrants.** Mayor Johnson's Executive Order No. 21-20 issued on June 15, 2020 section (5) part (3) demands the prohibition of so-called "No-knock warrants" for drug searches and other police functions where they are not essential to protect public safety. This is absolutely paramount to reducing the trauma experienced by so many children and families in our community. There are many examples of practices police departments can utilize and examples of communities across the country that demonstrate practices to safeguard children. Here is an example of a checklist police departments can use prior to conducting an arrest. The Executive Order includes an ambiguity, however, by prohibiting no-knock warrants only "where they are not essential to protect public safety." Any policy that allows for no-knock warrants must define with specificity the circumstances under which they would be permissible.

2. **As an immediate step, HPD should adopt internal tactical deployment standards as a matter of local policy.**[54] Tactical deployments should be limited to scenarios in which there is a likelihood that the situation for which the SWAT team is being deployed presents an imminent threat to the lives of civilians and/or police personnel. When SWAT is deployed for warrant service, the basis for believing such a likelihood exists should have to be established explicitly and approved by a supervisor or other high-ranking official before the deployment. HPD should adopt local policies requiring the implementation of the following best practices in the use of SWAT teams:
   - Each deployment should be pre-approved by a supervisor or other high-ranking official.

---

[54] These recommendations were derived from the ACLU's Report "War Comes Home". Some of these may not apply directly to HPD.

- Each deployment should be preceded by a written planning process that documents the specific need for the deployment, describes how the operation is to be conducted, and states whether children, pregnant women, and/or elderly people are likely to be present (except in emergency scenarios in which engaging in such a process would endanger the lives or well-being of civilians or police personnel).
- SWAT officers should wear "on-officer recording systems" (so-called "body cameras") during deployments, and police departments should have in place rigorous safeguards regarding the retention, use, access, and disclosure of data captured by such systems.
- All deployments should be proportional to the need; a full deployment consisting of numerous heavily armed officers in an APC (armored personnel carrier) is often excessive. Many scenarios do not necessitate the use of a SWAT team at all, and partial deployments involving the minimal amount of military equipment necessary should be encouraged.
- For each SWAT deployment, a post-deployment record should be made that documents the following, in a manner that allows for the data to be easily compiled and analyzed:
  - The purpose of the deployment
  - The specific reason for believing that the situation for which the SWAT team was being deployed presented an imminent threat to the lives or safety of civilians and/or police personnel.
  - Whether forcible entry or a breach was conducted and, if so, the equipment used and for what purpose
  - Whether a distraction device was used and, if so, what type and for what purpose
  - Whether an APC was used and, if so, for what purpose
  - The race, sex, and age of each individual encountered during the deployment, whether as a suspect or bystander
  - Whether any civilians, officers, or domestic animals sustained any injury or death
  - A list of any controlled substances, weapons, contraband, or evidence of crime that is found on the premises or any individuals
  - A brief narrative statement describing any unusual circumstances or important data elements not captured in the list above.
  - Law enforcement agencies should provide training programs for all SWAT teams that do not promote an overly aggressive or "warrior" mentality.

- Local and county governments should ensure that there is an agency responsible for ensuring that its police are not excessively militarized, which could include civilian review boards. Such responsibilities should include the following:
  - Approving/disapproving all (a) requests for the receipt of weapons and vehicles under the 1033 Program; (b) requests for grant funding from the federal government that will be used to purchase military-style weapons and vehicles; and (c) proposals to purchase military-style weapons and vehicles from vendors
  - Developing a process for addressing civilian complaints regarding SWAT tactics, including a system for submitting complaints, conducting hearings, and providing for individual remedies
  - Making appropriate recommendations for agency-wide reforms
  - Considering, on an annual basis, whether continued maintenance of a SWAT team is appropriate and, if not, to recommending the dissolution of the agency's SWAT team

2. **HPD to adopt [Safeguarding Children of Arrested Parents Policy](#)**

3. **Compile local data on no-knock or quick-knock warrants conducted including location of raids, race of households raided, whether or not items were found as specified in warrant, whether or not children were present, and if there was damage to the property.**

Additional Resources

[War Comes Home: The Militarization of American Policing (ACLU)](#) - A comprehensive report analyzing over 800 SWAT raids within 20 law enforcement agencies between 2011-2012

[American Violet](#) - A film based on a true story of drug raids and their collateral damage in Hearne, Texas. It demonstrates the militarization of policing, drug raids and plea bargains that disproportionately impact poor families and families of color.

A [NYT Interactive video](#) of a drug raid

An [article](#) highlighting the call for the end to no-knock warrants in the wake of Breonna Taylor's killing

HUDSON POLICE DEPARTMENT PERSPECTIVE

Overview

The City of Hudson Police Department officially began in 1798 with the first night watch. The police department, throughout the last 222 years, has experienced highs and lows including an influenza pandemic in 1918 and racial unrest in American cities in the 1960's. These crises created opportunities for local governments to devote attention to changing practices for the better. Fast forward 60+ years, it seems we are battling a similar crisis. Despite many solutions to promote equality, efficiency of governance, lawful order, quality of service, community policing, quality of training, fair trials, raise the age, bail reform, etc., we are faced with the demand to create reform across the country in the form of calls to "DEFUND THE POLICE".

HPD understands that phrase means to re-allocate funds from the public safety sector to other community and social based programs. We acknowledge the need for additional funds for agencies and programs that provide opportunities for the mentally ill, homeless, victims of domestic violence, victims of childhood trauma, drug addiction, underprivileged youth and many more. We want to be a part of the solution to build strength, trust and transparency within our community and create innovative ideas to make that happen. This is something the City of Hudson Police Department has continuously strived for by becoming one of 160 accredited agencies in the State of New York.

The accreditation program seeks to enhance the capabilities of law enforcement agencies by having standards in the categories of Administration, Training and Operations. The Department has been continuously accredited since 1999. The police agency is certified through 2023, which will start the daunting task to recertify for another 5 years. We are proud to be a part of such a program that aids us in evaluating and improving performance as well as promoting public confidence in our Department. More information can be found at **https://www.criminaljustice.ny.gov/ops/accred/index.htm**

We strongly disagree with cutting the police budget and reducing the agency work force. We currently are working below budget and experiencing a shortage, which impedes our goals towards establishing a working relationship with the community we are sworn to protect and serve. Under these circumstances, we do not believe this will facilitate the public's ideal end result. We can see that trend in several cities where Police Reform and "dismantling" has resulted in an increased concern for public safety and reversing course.

The goal of HPD is to always help create a safe community for all its members, to build trust, to encourage positive community relationships, and to reduce misconceptions or negative experiences.

Barriers to Policing

Activism

HPD considers what we perceive to be expressions of negative activism as one of the most difficult barriers to policing. Citizen involvement should be considered as we strive for reform. We encourage a collaborative effort between the city administration, HPD, and the community to aid in beneficial decision making for our city. Knee-jerk reactions by community members to pressure the city administration to make changes to our local police department based on national controversies around racism and discrimination can be perceived as hostile and not productive to positive or collaborative reform. We felt that some individuals used this platform to exploit personal agendas, which created barriers to healthy discussions. For example, the Citizens of Hudson Report and the Breathe Act, while exclusive of one another and created by different organizations, were both driven by national issues and seemed to have minimal, if any, consideration as to what is occurring within the City of Hudson. To consider that the safest approach is to limit the amount of police interaction with the public clearly is not a suggestion of progress but a question of concern.

Of course, every individual and organization has the right to their position and opinion and activism can be a driving force toward positive change, but misguided or uninformed activism can be detrimental to progress. HPD has always welcomed and encouraged open dialogue. We are a 24-hour organization, open 365 days a year. Our doors are always open to discuss topics of concern of its community. The PARC committee is a start but there is still a lot of work to do as this area appears to be less desirable by many and attainable to only a few. There have been some connections made but that is the exception, not the norm.

Political Climate

The current political climate in the City of Hudson is not a favorable one as it relates to HPD. In recent discussions between the Union Board and Council 82 it was said that Hudson's political climate is ranked the 2nd worst among 45 other police agencies in the State of New York for resistance against the police. Municipal government while successful can be its own worst enemy, the City of Hudson included. How could such a small city, be seemingly unstable? We have witnessed unprofessional meetings with City Council members, blatant disrespect for one another and lack of reasonable/productive discussion regarding important topics that would affect the city including but not limited to taxes, sanitation, public safety, and budgetary reductions. No doubt, there are outside pressures that contribute to this instability,

but what is apparent and ever increasing is the negativity towards the police. This current political climate has challenged the relationship between HPD, city government and the community. Additionally, there are members of city government who fall into the above category of negative activism. So, the question we ask is, "How can the city government act within reason or without bias on behalf of the City of Hudson, if members are not objective?"

Additionally, the offer was presented numerous times to the PARC committee members, who are also appointed representatives of the City of Hudson to join us in a ride along or partake in some scenarios we may encounter. It is disappointing to say we received ZERO requests from committee members to facilitate this. Yet, during numerous meetings we listened to several recommendations from individuals and groups who have no law enforcement experience. For there to be an honest exchange or understanding of both sides, we must work together toward progress, not fight against one another to hinder it. This committee will be viewed as a catalyst toward this progress. This forum, comprised of community members of Hudson, HPD and city government and its ability to problem-solve some of the most difficult issues, despite our personal and political differences will determine its success. If there cannot be trust, understanding and compromise then how is it expected to work?

Public Resistance and Lack of Cooperation

A common misconception is that police are only present when something negative is occurring. Therefore, police contact is usually perceived as negative interaction. Positive interactions between the City of Hudson Police Department and the community occur on a daily basis. This includes but is not limited to foot patrol, bike patrol, and walking in the business district. These activities are not always welcomed by some community members. Often there is resistance to police presence. We want our community to feel safe, and we use these opportunities to talk to members of the local community, business owners and visitors to create new relationships and build on those already established.

Often though, in starting a conversation with someone, we are met with resistance. People do not want to talk to the police, be seen with the police and question why we are even talking to them. It does not matter if the conversation is casual, or if it is in response to a crime (such as a shooting). We recognize that some people do not want to get involved or be seen talking to the police but from our perspective, the fastest and most efficient way to ensure safety is for community members to speak with police.

Tourism/Interference/Gentrification

The City of Hudson attracts and is made up of a diverse group of individuals, with the majority from larger cities. With these individuals come their perception of police based on personal experiences from where they once lived. Most might agree that they have had positive experiences, however we recognize that just as many could have had negative experiences.

Unfortunately, these individuals carry these perceptions and biases with them to our small city and influence our entire community. Some individuals have been present, or made themselves present while members of HPD have responded to incidents involving theft, peddling, mental health crises, public drinking, loitering, etc. They have interfered by asking questions while we are performing our duties, or in proximity to us recording interactions between HPD and other people, apparently trying to capture any instance to abuse, or inappropriate behavior of the officer(s). We too record interactions with our body worn cameras ("BWCs") and perceive any interference by observers not so much a nuisance, but more of an officer safety issue. There are several factors that result in police response to include erratic, criminal or dangerous behavior that a bystander may not be aware of. We want to ensure the safety of the public, ourselves, and the person(s) we are interacting with, and that is not always possible with our heads on a swivel.

Support from our community is incredibly important to HPD because not only does it give residents confidence in their local police department, but it also makes it easier for us to perform our duties as public servants. One of the goals at HPD has and always will be to create a safe and friendly environment for all to enjoy.

The Broken Windows Theory comes from the idea that disorder such as public drinking, vandalism and loitering create an environment that would enable more serious crime to occur. While Broken Windows is not a policy of HPD, we are aware of this and constantly strive to maintain order within our community. One of the ways that we police some of these offenses such as public drinking is by doing foot patrol in areas like the 7th Street Park. While on foot patrol in this area, officers are not only engaging with the public, but also are ensuring that no one is violating the Hudson City Code Violation of possessing an open container of an alcoholic beverage (HCC Violation 65-6). It is crucial to keep in mind that HPD would not have the luxury to police such offenses if we did not have the appropriate work force to do so. In the warmer months, when people like to gather in parks, it is difficult to conduct foot patrol properly with minimum staffing, as we typically are going from call to call. While an offense such as public drinking may seem petty to some, it is important to remember that if HPD were to ignore such violations, our parks could potentially be overrun with litter. The City of Hudson has beautiful parks and HPD wants to keep it that way so that tourists, and more important, our residents can safely enjoy them. There are many reasons people visit the City of Hudson, including its friendliness and safety. HPD prides itself on being an integral part of that.

Lack of Cooperation or Synergy With Other Departments/Agencies
This is a concern HPD has had for a long time. Police reform seeks to place demands on other agencies and/or social programs to handle non-police issues. While in theory this shift in response to calls for service sounds great, being able to implement it is problematic. Each

agency: Department of Social Services, Mental Health, CMH, etc have policies in place that sometimes dictate police involvement.

For example, if a child abuse hotline report is made, the police are requested to escort CPS employees to residences to check on children and families. If a patient is being seen by a clinician at Mental Health and it is determined that the patient needs to go to the hospital for a psychiatric evaluation, the police are directed by law, to assist and ensure that the patient is turned over to medical staff. Hospital staff often question why we do not arrest subjects we bring for psychiatric evaluation. These are only a few examples, but hopefully bring awareness to the fact that we all need to make a concerted effort to better serve our community.

Bias/Discrimination Towards Police

Officers often suffer mistreatment from the public based on the sole fact that they are a police officer. Officers at HPD have faced this sort of discrimination on several occasions. The recent controversies occurring across the country have done nothing to relieve this and have only made matters worse. However, it is important for the community to recognize that while bad apples may exist, members of HPD want to help people and do our job to protect and serve our community. We are not the enemy. The recent distrust from members of our community has been disheartening and many of us can agree that it needs to be repaired.

Barriers to Policing Recommendations

- **Increase training specific to officers' strengths.** Considering recent discussions about increased training for HPD members, we would like to suggest additional training as well to address concerns of the community. Training specific to domestic violence, mental health and substance abuse would be beneficial for all officers and the community we serve. Increased effective training has the potential to mitigate negative interactions between the police and the community and result in a positive outcome. We believe that all members of HPD should receive this training, but also recognize that some officers may be better suited to specialize in a specific area than others. This determination could be made based on several factors to be discussed with HPD and with the community.

- **Community training (Ride-Alongs, Scenario based).** A civilian ride along program would provide members of our community with a better understanding of what is involved in day to day patrol work. It would give individuals a good idea of what we experience daily. Ride-along programs could promote awareness regarding the kinds of calls HPD responds to, and what our workload looks like. This program would be a good way for members of HPD to meet different people from the community, while giving them an insight into what our

lives look like. Oftentimes people do not really understand what we do and having them experience it firsthand ensures that they are putting a human face on policing. It humanizes HPD officers and provides opportunities to build trust. Another benefit of ride-alongs could be that we have the chance to create an advocate for our department.

We also suggest community members participate in scenario-based training that HPD would facilitate. This would be role-play training in which community members could act as police in each scenario and make decisions about how they would respond. We believe this would provide a different perspective to how officers handle certain situations, the difficulties we are faced with, and how volatile situations can be. Additional training may result in the demand for increased funding, which at this time is not possible. We are faced with the difficulty of budgetary constraints that do not support the added training HPD seeks to improve in many areas.

- **Continue PARC with added diversity.** HPD believes that PARC or a similar committee should continue to meet in the future. HPD wants to be part of a committee where we can have open and honest conversations to bridge the gaps amongst community members and decrease misconceptions some have about HPD. We do recommend adding diversity within PARC to ensure equal representation of our community.

Open Communication Between Community Members & HPD

Often, members of the community may feel as if the police do not listen to them and are not open to their perspective or ideas. To try to change this mindset, HPD should continue to spend a considerable amount of time listening to what the community thinks and wants. To ensure the success of such engagement, it should start in smaller settings (for example PARC) and eventually work its way into larger and more public ones.

Communication is an active process and is not solely the provision of information or demands that either the community or HPD wish to see. Instead, it is a process of engagement and trying to understand what each other are trying to express. The goal is to listen to understand, not solely to respond.

Similarly, we implore the community to spend time listening to the perspective of HPD and its members. We understand at times there are cultural barriers that limit this communication and that some people are taught not to speak to the police, resist or not cooperate. We

encourage everyone we encounter to understand that our intention is not to inconvenience them or to violate their rights and to recognize that we have a responsibility to uphold the law, serve and protect the citizens of our great city.

We want to have a good rapport with the community and vice versa. We ask that when these encounters occur, to be respectful, understanding, follow directions but most importantly trust the police. We know at times this can be challenging and that the police encounter some of the darkest situations. We ask that the community allow HPD to perform their duties without interference. If after the incident/encounter an individual thinks the police behaviors or actions were inappropriate or unsafe, they should address this by speaking with an HPD supervisor or filing a personnel complaint. Ultimately, all of us at HPD want to end each interaction on a positive note and know that we made a difference. We know this can never be 100% but we would like to attain or get as close to that number as possible. Contrary to what people may believe, it is not always about making an arrest or issuing a traffic ticket, but more about creating dialogue of useful, and sometimes useless, knowledge.

Accountability and Transparency (HPD and Public)

An effective way to ensure transparency within our Department could be through social media. We currently do not have a dedicated HPD Website and would suggest looking into creating one. Not only will HPD's website contain information for the public to view, but we could also be more present on social media platforms such as Facebook and Instagram. The website could include links to documents for parking permits, dumpster permits, personnel complaints, alarms, etc. This might be a good place to post BWC footage or other emergency information.

HPD effectively utilized Facebook in the past when it comes to sharing posts regarding public safety information such as scam alerts, encouraging people to provide tips in relation to any recent crimes, creating public awareness and spreading positive messages. Social media has certainly proved to be an effective way to engage with the community and we should continue to utilize it as such. Posting more on Facebook has the potential to be a good way for HPD to stay in constant contact with the community. Even with a simple "Good morning" post there is the chance to brighten someone's day and it can act to stay connected with our community.

Additionally, we suggest the continued use of BWCs and are open to discussion to adjust policy to meet the needs of the community and HPD. We also want to share BWC footage with the public that exemplifies our ability to de-escalate situations and our willingness to work with those with whom we interact.

<u>*(Employee Assistance Program (EAP)*</u>

Police culture is unique in its power to desensitize traumatic experiences. Most officers are expected to handle highly stressful and sometimes heart-breaking situations without allowing emotions, or personal experiences dictate how to respond. While this is a great skill officers develop to act appropriately in each situation, these situations and "burying of emotion" can take a toll on the mental state of any human being. Add the above to the stress of a family, finances and political climate, officers need an outlet to be able to speak without fear of judgement or malice.

We do not currently have a designated EAP Program. We have been provided with the contact information of a psychologist/therapist who we may contact anonymously, and the billing goes to the City of Hudson. We agree that more is needed. **We suggest a designated program that is designed to assist HPD members throughout their career, for personal and professional issues.** This will ensure clarity of mind of officers that could result in compassion and empathy.

Emphasis on Community Policing

HPD seeks to increase community engagement by placing an emphasis on opportunities for positive interactions between police and citizens.. HPD should consider the following to better our relationship with the community. The community would also need to be open to these programs. It is time to implement programs dedicated to community engagement. Below are just a few of the successful programs that other communities around the country have done and benefited from.

- *Coffee with a Cop*
    - <u>Purpose</u>: To bring police officers and community members together. It humanizes the officers and allows members of the community to see them in a more relaxed environment, which encourages conversations that they may have been intimidated to engage in at a police station or on the street. Conversations can vary from lighthearted topics to serious issues. It is a chance for everyone to get to know each other.[55]

---

[55] https://coffeewithacop.com/type/video/

- *National Night Out*
  - Purpose: Was developed as a crime prevention program the main focus of which is building a relationship between the police and the community. Community involvement in preventing crime is generated through an assortment of local events like block parties, cook-outs, and activities that engage our youth.[56]

- *Explorer Program*
  - Purpose: A way to engage with our youth. Explorers learn leadership skills and a broad spectrum of other skills, such as communication, dependability, and problem-solving. This is important because it would benefit them regardless of what career they choose to pursue; these are skills that they would use no matter what they do. Explorers would also gain respect for police officers. It is also important for the department because we can become responsible for molding today's youth and tomorrow's leaders.[57]

Conclusion

HPD recognizes the importance of listening to the community and its concerns. PARC was formulated in response to conflicts between police and the public in major cities across our nation and to seek reform in the City of Hudson. To assist in this search for reform, the PARC survey was designed to expose the relationship between HPD, the community and people of color. The results of this survey demonstrated that there are differences in how different groups view police and there were few reported incidences of harm, either emotional or physical. This, along with multiple positive statements about our force across races and wards, indicates that HPD does not fall into a broader category of "bad," "corrupt," "violent," or "racist" police. In fact, the top suggestion for HPD improvement from respondents across all races and wards is MORE police officers in the public and engaging in a positive way with the community, which we would be able to address with our proposed programs above.

Additionally, there seems to be "a clear disparity in how respondents view the police by racial group" (Caitie Hilverman-PARC survey results). This is not generally indicative of racism or lack of trust in HPD, but indicative of the perception respondents have of Police as an

---

[56] i.e. https://natw.org/about/ and https://www.ncjrs.gov/pdffiles1/bja/180775.pdf

[57] See "Explorer Program Benefits Participants, Community", Boulder City Review

institution. HPD also believes that important, honest conversations need to be had with the community to bring clarity to what reforms are appropriate for the City of Hudson. Furthermore, the City of Hudson Police Department acknowledges its ability to influence the public's perception with each interaction. We do not take our encounters lightly. We vow to be not only professional, respectful, compassionate and as understanding as possible, but also to show restraint and self-control to the best of our ability because we value the lives of others.

A PATH FORWARD

Each of the preceding sections includes a list of recommendations aimed at improving community-police interactions and implementing best practices across a range of policies and practices. **In order to implement these recommendations, there must be a reorganization of the committees and individuals currently tasked with these responsibilities. In addition, this new structure must be made permanent via legislation to insure that Mayor Johnson's recommendations become part of HPD policy.**

Currently police oversight is under the purview of the police commissioner and the police committee of the Common Council. The commissioner reports to the mayor, and the police committee receives monthly reports of HPD activity. This is a somewhat haphazard approach, with no overarching structure of accountability or checks and balances among these individuals and committees.

Effective police oversight must include both front-end and back-end accountability. Front-end accountability refers to policy making and affirmative, pro-active change. Effective front-end accountability would lead to implementation the recommendations of the PARC report and any changes to policies in the future. Front-end accountability relies on democratic rules and processes to create policing practices that "are consistent with community values and expectations, and can help build trust and legitimacy between the community and the police."[58]

Back-end accountability refers to reviewing and discussing incidents and issues that have already taken place, hearing from both police and community members and looking for solutions to existing problems. Back-end accountability includes regular reporting of police-citizen incidents and an effective police commissioner to provide oversight of the police on behalf of the mayor and to intervene on behalf of citizens when police practices fall short of accepted standards.

Hudson's existing structure is based completely on back-end accountability, and there is no coordination or training required of the individuals in these roles.

---

[58] ["Democratic Accountability and Policing", by Maria Ponomarenko and Barry Friedman](#)

For example, the role of the police commissioner is under-defined. There was no police commissioner under Mayor Johnson's predecessor, and since Mayor Johnson took office there have been two commissioners. The first commissioner prepared an extensive report on interactions between the HPD and the community, and put forth a list of recommendations and initiatives to improve community engagement and address ways of creating a civilian support team to assist or substitute for the police in certain circumstances. For reasons unrelated to his report, the commissioner left his position. Mayor Johnson appointed a new commissioner, who retired from the HPD in 2019. The current commissioner has stated his goals via a newspaper article, and the previous commissioner's report and objectives are no longer in the picture. While it is useful for the mayor to have a commissioner whose role ostensibly is to oversee the HPD on his behalf, in practice this position as it currently exists is of little utility to improving community-police relations or implementing substantive reform.

For this role to be effective, there must be a job description that sets forth the duties, responsibilities, and authority (if any) of the commissioner. The commissioner must have: a City of Hudson email address; a dedicated phone number associated with his position (and not "restricted"); a dedicated office or desk at City Hall (not at the police station) with access to a computer to send and receive email and participate in virtual meetings; and, the commissioner must keep regular office hours, even if this is by phone or video conferences. The police commissioner must receive training and education, especially if the appointee is a former police officer. The appearance of a conflict of interest undermines trust in the commissioner (meaning any person who has this role).

Similarly, the monthly meeting of the police committee of the Common Council is nothing more than a monthly report by the Chief, with no accompanying process to assess possible misconduct or question police about their interactions. The chair of the police committee is entitled to set his own rules regarding public participation, and may cut off public comment at will. Moreover, while these meetings are taking place on Zoom, the current police commissioner has been attending them from the police station, sitting at a desk behind the Chief. In other words, the existing network not only lacks front-end accountability, but also presents a compromised version of back-end accountability.

PARC therefore recommends that a new commission be formed to be the leading police oversight and engagement commission in Hudson. This commission would be tasked with evaluating and implementing policy based on the mayor's desired initiatives and suitable public input. This commission also would receive and evaluate the monthly police reports as well as hear from the public on these matters. We recommend that at the outset this commission include current members of PARC who remain dedicated to the continuation of this work, along with additional individuals from community sectors that were not represented on PARC (for example Black and South Asian women residents, Latinx/Hispanic

residents, and long-term residents of Hudson). The police commissioner and one or two members of the Common Council could be ex-officio members of the commission, or simply be required to attend public meetings. It would be crucial that both the Common Council and the police commissioner cooperate with the mandate of the commission and work to implement the policies (front-end) and outcomes (back-end) determined by the commission. Membership of the commission would change over time, and a process would need to be developed to insure appropriate terms/term limits and sustained diversity of members.

For background on considering the formation of such a commission, I recommend the following resources.

The National Association for Civilian Oversight of Law Enforcement lists these features of an effective police oversight body:

- Independence
- Adequate funding
- Access to all Critical Pieces
- Rapport among Key Participants
- Ample Authority
- Ability to Review Police Policies, Training, and other Systemic Issues
- Community/Stakeholder Support and Outreach
- Transparency[59]

Additionally, The Policing Project of the NYU School of Law[60] suggests these five questions be addressed in connection with establishing community-police engagement:

1. WHAT ARE THE GOALS OF THE ENGAGEMENT?
2. WITH WHOM DO YOU WANT TO ENGAGE?
3. WHAT IS BEING DONE TO EDUCATE THE AUDIENCE SO THAT IT CAN ENGAGE IN A MEANINGFUL WAY?
4. WHAT STEPS WILL BE TAKEN TO ENSURE THAT THOSE WHO CHOOSE TO ENGAGE ACTUALLY ARE HEARD?
5. WHAT WILL BE DONE TO RESPOND TO INPUT, IN ORDER TO SHOW RESPECT FOR THOSE WHO PARTICIPATED?[61]

---

[59] "What are the features of an effective police oversight body?", National Association for Civilian Oversight of Law Enforcement

[60] https://www.policingproject.org/

[61] "5 Questions to Ensure Meaningful Engagement", The Policing Project

Increased and positive community engagement by the police was recommended uniformly by every sector of the community and the HPD. Understanding is the key to changing systemic negative culture. Mayor Johnson already has indicated he would like to try innovative (and potentially cost-free) methods of community interaction that will be more effective than "off the shelf" anti-bias training. This approach, facilitated by a domestic violence advocate could also be used to change the culture within the HPD that gives the appearance of favoring male abusers over their victims, thereby amplifying the abuse and harassment of women.

Hudson is not immune from the problems of the nation, but as a small city, with an actively engaged population, we have the ability to be in the forefront of creating real reform, and have no need to wait for slow-moving bureaucracy before beginning to enact the recommendations of this report as well as related initiatives the mayor is pursuing. The EO was a bold demand upon our city, and we ought to be equally bold in establishing an effective and positive process for change.

SUMMARY OF RECOMMENDATIONS

General Recommendations

- PARC to be made a permanent committee staffed by civilians and law enforcement representatives.
- PARC will provide front-end and back-end accountability to HPD policy.
- Adopt a legally binding resolution for the adoption of Mayor Johnson's recommendations into HPD policy.
- Clarify the job description of the police commissioner, setting forth the duties, responsibilities, and authority (if any) of the position.

Policy Recommendations

Transparency Recommendations
- Create a new "Policy and Data" page on the Hudson PD website.
- Hudson PD must disclose all third-party contracts.
- Create both an online and offline site for the anonymous reporting of police complaints.
- Purchase and implement a professional standards software for HPD, and make early intervention analytics available to PARC.

Use of Force Recommendations:
- Build on the standards of "objectively reasonable" into a policy which outlines the principles of "necessary and proportional".[62]
- Create clear and explicit language defining a "use of force continuum".[63]
- Create clear and explicit language defining "de-escalation[64], with the mandate that an officer must exhaust all tactics of de-escalation before resorting to deadly force.[65]
- If all other options have been exhausted, an officer needs to provide a clear and audible warning that they are escalating to deadly force.[66]

---

[62] i.e. "8.200 Using Force", *Seattle Police Department Manual*

[63] ibid.

[64] i.e. "2-52 Use of Force-General", Albuquerque Police Department Procedural Orders

[65] i.e. "Chapter 1.3 Use of Force", *New Orleans Police Department Operations Manual*

[66] ibid.

- In the case of a use of force incident, Hudson PD needs a clear policy that outlines a clear timeline for the release of details.
- After Action Reviews (AARs) of critical incidents should be completed according to clearly defined objectives of transparency and accountability.
- Formalize Mayor Johnson and Governor Cuomo's ban on chokeholds and no-knock raids within departmental policy.
- Ban shooting at or from moving cars.
- In accordance with these new policy revisions, PARC and the Hudson PD must outline all new necessary training procedures, as well as an expedient and concrete timeline for implementing this training.

Body Camera Recommendations
- Record audio and video in buffer mode, expand buffer mode to 120 seconds.
- Prohibit the ability of officers to view footage before making sworn statements in critical incidents. Officers may view after making statements, and if changes are necessary, must provide reason for change.
- Establish a clear policy that defines an expedient timeline within the range of 30-45 days from a use of force incident to the release of body camera footage.[67]
- Ban video manipulation by police departments in public release of footage (No zooming, cropping, slow motion, on-screen visual aids, etc.)
- Explicitly ban the creation suspect arrays out of footage where no crime has occurred (i.e. protests)
- Opt out of sharing Hudson PD footage with Axon.
- Before renewing any body camera contract, the program must be audited and gauged for effectiveness, not only from a budgetary standpoint but whether or not there was a measurable decrease in use of force.

Facial Recognition[68]
- All public bureaus need to perform an assessment on whether or not facial recognition technology is currently being used.
- Ban the use of facial recognition technology by public bureaus.
- Ban public bureaus from knowingly entering into third-party contracts with vendors who employ facial recognition technology as part of their services provided.

---

[67] See: "Assembly Bill No. 748 Peace Officers: Video and Audio Recordings: Disclosure" California Legislative Information

[68] Hudson PD policy may be modeled off of the City of Portland's recent facial recognition ban: Prohibit the acquisition and use of Face Recognition Technologies by City bureaus (Ordinance).

- Exceptions are allowed in specific instances, such as staff verification purposes or detecting faces for the sole purpose of redacting a recording (i.e. Axon Redaction Suite).

Automated License Plate Readers
- Establish regulatory policy for use of any new "always on-always connected" Automated License Plate Reader System (ALPR) before acquisition

Nest
- Establish regulatory policy for the implementation of any HPD partnership with doorbell camera providers such as Google's Nest or Amazon's Ring.

Collateral Consequences Recommendations

- Ban no knock and quick-knock warrants.
- HPD to adopt Safeguarding Children of Arrested Parents Policy
- Compile local data on no-knock or quick-knock warrants conducted including location of raids, race of households raided, whether or not items were found as specified in warrant, whether or not children were present, and if there was damage to the property.

HPD Recommendations

- Increase training specific to officers' strengths. .
- Community training programs (i.e. Ride-Alongs, Scenario based)
- Continue PARC with added diversity.
- Improve engagement with community through a revamped Hudson Police Department website and increased social media presence.
- Continue the HPD body camera program while keeping keeping open a dialogue to adjust policy to meet the needs of the community and HPD.
- Implement an Employee Assistance Program (EAP) to assist HPD members through their career, for personal and professional issues.
- Implement programs that provide positive interactions between police and citizens, using programs like "Coffee with a Cop", "National Night Out", and the "Explorer Program" as a model.

APPENDIX

Section A. Executive Order No. 21-20

EXECUTIVE ORDER No. 21-20
June 15, 2020
Regarding City of Hudson Police Reforms

WHEREAS, the video recorded deaths of black Americans during encounters with police over the last half decade and the Black Lives Matter movement have made it clear that the underlying problem of police brutality is not related to individual police officers alone, but is a societal problem that will require multiple reforms; and

WHEREAS, despite more widespread use of body cameras nationwide, race and bias training, and the acknowledgment that change is necessary, George Floyd's recent nine-minute long, agonizing and public death demonstrates that the police system has not sufficiently changed, necessitating more direct and systemic reforms to stem the violence and racism inherent in society; and

WHEREAS, the City of Hudson is not immune or exempt from this systematic racism, discrimination, bias, and implicit bias that exists throughout the United States, State and City; and

WHEREAS, the residents of the City of Hudson are diverse, possess universal human rights and are entitled to dignity, respect and equal treatment under the law; and

WHEREAS, the City of Hudson is committed to ensuring equality, social justice, violence reduction, and accountability related to all interactions with the community, its members and the police; and

WHEREAS, the City of Hudson Police Department is an integral part of keeping residents safe and must serve and protect the community in a professional and unbiased manner to ensure all residents are treated equally under the law: and

WHEREAS, the City of Hudson recognizes the danger, importance and need to support and maintain a professional police department whose members are not only well trained and trusted by residents but are supported in these efforts; and

WHEREAS, the City of Hudson is committed to community policing targeted on violent crimes instead of low-level crimes, and to implementing the 21st Century Community Policing Strategy called for by President Obama that is based on mutual respect between residents and law enforcement; and

WHEREAS, in order for the City of Hudson Police Department to fully carry out the mandates of this Executive Order and the 21st Century Community Policing Strategy, the City and the Department need to better publicize and in some cases revise police policies and practices to better serve the public and protect the lives, property and rights of all individuals, particularly people of color.

NOW, THEREFORE, I, Kamal Johnson, Mayor of the City of Hudson, by the authority vested in me by the charter and laws of the City of Hudson, do hereby order:

Section 1. Funding, Forfeiture Funds & the Demilitarization of the Hudson Police Department

1. The police budget will be reduced by ten (10) percent.

2. No additional police officers will be hired until further notice.

3. A full accounting of forfeiture funds and equipment shall be provided to me for the last 3 years.

4. No forfeiture funds will be accepted without review by the Office of the Mayor.

5. The City will not accept vehicles or equipment formally used for military purposes through the federal forfeiture program.

6. Police Officers will avoid using military equipment and military-style uniforms for nonessential purposes.

7. Effective immediately Hudson Police Officers may wear less formal attire approved by the Police Commissioner and for such duties as the Police Commissioner authorizes.

Section 2. Reconciliation & Advisory Commission and Community Relations.

1. Purpose. There is hereby created in the Office of the Mayor a Police Reconciliation & Advisory Commission to be composed of 7 people including: 2 Police Officers (one Sergeant and one Police Officer), the Chairperson of the Police Committee of the Common Council, and 4 residents of the City of Hudson who shall fairly represent the diversity of the City. Such Commission shall meet with the Mayor once a month, or as needed, to advise the Mayor on all matters related to the Police Department as requested by the Mayor.

2. Reconciliation Report. Such Commission shall undertake a 3-month reconciliation process whereby Commission members meet with members of the community, including those communities with the highest volume of police calls, to listen and record community concerns and suggestions about police interactions within the City. The purpose of these meetings is to give the residents of the City of Hudson the opportunity to be heard on issues related to: 1) community policing; 2) police interactions with people of color, those with substance use disorders or people in a mental health crisis; and 3) incidents of police brutality or misconduct, if any, among other issues the community may wish to raise or the Commission may wish to explore. The Commission shall also speak with all Police Officers willing to discuss these matters and shall produce a report of these meetings for the Mayor, including recommendations for addressing any concerns raised, no later than November 15, 2020. The Mayor will share such findings with the Police Department by December 1, 2020 and the public by December 30, 2020.

Section 3. Training on Bias and Race.

Studies have shown that most trainings on bias and race are not effective in combating systemic racism or racist or bias attitudes held by individuals. Accordingly, instead of requiring training, the City will hold quarterly 2-hour Community Conversations; two during the lunch hour and two in the evening. All Police Officers shall be required to attend one of these sessions. One quarter of Police Officers in the Hudson Police Department shall attend one of the sessions at one time. Such sessions shall also be attended by members of the community who volunteer to participate in the sessions. The Mayor shall select different community members to participate in each of the sessions from those who volunteer to serve. The sessions will be facilitated by an outside facilitator. The intent of these sessions is to develop understanding between both the police and the community about the issues and concerns each face related to police interactions in the community in the hope of forging better community and race relations.

Section 4.   Transparency.
- As per existing the Hudson Police Department Body Camera Program, body cameras will be worn and on at all times during a police interaction with a member of the public.

- As per existing policy, the Hudson Police Department Body Camera Program, Police Officers will file a report each time they use or threaten force against a civilian.

- Effective immediately, the Hudson Police Department Body Camera Program will include a proactive routine supervisory review of video footage and a weekly report of the findings shall be submitted to the Chief of Police. The Chief will report the results of the review to the Mayor and indicate whether any incidents resulted in discipline or identified training needs. The report will also be submitted to the Police Reconciliation & Advisory Commission.

- An emergency notification system will be developed and implemented no later than July 30, 2020, to alert elected officials of major emergency incidents involving the community.

Section 5. Use of Force and Searches.

1. As per existing policy, the Hudson Police Department and its Police Officers shall not employ a "chokehold" nor restrain any individual by placing a knee upon the

individual's neck, nor otherwise restrain any individual in a manner that restricts the flow of air or blood by compressing the windpipe, diaphragm, or the carotid arteries on each side of the neck.

2. As per existing policy, the Hudson Police Department and its Police Officers shall not restrain any individual by connecting or tying rear-cuffed hands to cuffed or shackled ankles or legs, or as such practice is more commonly known, "hog-tie," any individual.

3. Effective immediately, so-called "No-knock warrants" for drug searches and other police functions where they are not essential to protect public safety, shall be prohibited.

Section 6. Duty to Intervene.

1. As per existing policy, any member of the Hudson Police Department who is present and observes another member of the Hudson Police Department using force that is clearly beyond that which is objectively reasonable under the circumstances or in any way physically or verbally escalating a law enforcement interaction, shall safely intercede to prevent the use of such excessive force or escalation.

2. As per existing policy, any member of the Hudson Police Department who observes such use of excessive force or physical and/or verbal escalation shall promptly report such observation to a supervisor.

Section 7. Hudson Cares.

The Hudson Police Department will implement a Hudson Cares Program to assist individuals seeking treatment for Substance Use Disorders who are seeking and will adhere to all applicable policies and standards.

Section 8. Reduce Policing of Social Issue & Implement Crisis Intervention Training.
1. Wherever possible, policing of social issues should be limited or removed from the scope of police responsibilities. The City shall seek to convene and work with city judges, the Public Defender, the District Attorney, county officials, non-profits and directly impacted people to expand diversion options from the criminal justice system,

increase funding of and access to social service agencies and services for the provision of evidence-based interventions to address substance use disorders, mental illness, and homelessness, and to expand re-entry services for citizens returning to the community following incarceration.

2. At least 1 member of the Hudson Police Department shall become trained in Crisis Intervention Training (CIT) no later than January 15, 2021 to provide assistance with 911 calls involving people in mental health crisis.

Section 9. Data Reporting.

A) Effective immediately, the Police Chief shall cause to be collected the following data on a monthly basis:

2. Number of Use of Force incidents;

3. Number of times Police Officers intervened as per Section 6(b) of this Executive Order;

4. Number of arrests and crimes alleged as the basis for such arrest;
5. Number of Emotionally Disturbed Person calls; and

6. Number of calls involving a drug overdose or suspected drug overdose.

B) Such data shall be reported to the Mayor and to the Chairperson of the Common Council Police Committee beginning July 2020.

This Order shall take effect immediately.

Section B. Statement from Jarin Ahmed

Oral Submission
My name is Jarin Ahmed, from Hudson. I am a community organizer and a legal committee member of the Columbia Country Sanctuary Movement.

If at any point I sound angry - it's because I am angry. If this sounds personal, it's because it is personal.

The tension and distrust between people of color and police in the United States is an underestimated public health crisis.

It is difficult for our faith in the American judicial system not to be challenged when we can't walk down the street, drive down an interstate, go through an airport, or even enter into our own homes without being stopped or killed merely because of the color of our skin.

My immigrant husband came to the US and got his driver's license. Despite the excitement I felt, I had to have a conversation with him about getting pulled over. When he first got pulled over I happened to be in the car with him. My baby, only 3 months old, is sitting in the back seat with my 14 yr old sister. Two officers stepped out, their guns pointed, approaching us. My husband immediately put his hand on the dash. His voice shook as he tried to speak clear English and explain where he was going. I made a desperate attempt to translate but the officer immediately shut me down. Reason for pull over: They thought we might have thrown something out the window.

I took the initiative to speak to several people of color that had recent encounters with the police and the main issue was that they did not understand their rights, what was happening or going to happen to them mainly because they did not speak English. This is why we need language access initiatives and we need to implement policies to ensure that community members feel safe and heard when interacting with police.

On September 11, 2020, a protest took place in the City of Hudson in response to backlash against rape and sexual assault survivors in the South Asian community of Hudson   the protest could have quickly gotten out of control because police departments can not accept citizens performing their civil duties. Detective Finn stopped an organizer and expressed his frustrations about the protest and found it offensive that a survivor of sexual abuse was calling the police to do their jobs and lock up her abuser. Police Chief Moore went as far as challenging the organizers and speakers of the protest saying "if they have the balls tell them to come say it to my face."

This is the type of behavior that our local law enforcement engages in and this is the type of behavior that drives a wedge between police and community relations. It's the Arrogance and poor manners that really need to be addressed. Our police departments and officers need to understand if this is going to work, they need to want it to work. They need to strive to build a relationship with their community.

Pause.

Also, Police Departments taking an active role in federal enforcement initiatives like immigration will further strain the relationship between local law enforcement and these diverse minority communities.

I would like to note: Sanctuary policies do not prevent the federal government from doing its job to enforce immigration laws. They simply represent a decision to limit participation in ICE's work.

The Columbia County Sheriff joined New York's most anti-immigrant elected officials and Law Enforcement to actively and publicly campaign against restoring access to drivers licenses. Despite their failed efforts funded by my tax dollars, I am happy to report that the law has been successfully implemented by Columbia County Department of Motor Vehicles with support from the Columbia County Sanctuary Movement. Our DMV is hailed as a model DMV in this regard.

Columbia County Sheriff's department has a hostile relationship with the immigrant community. They have called (ICE) on our community members and held them on ICE detainers at the county jail. Their support for the agency and its practices is an affront to the constitution and an endorsement of unwarranted search and seizure because ICE rarely obtains a judicial warrant for arrests and routinely violates the rights of our community members by using civil detainers.

I am running out of time but I will lastly add that I am unapologetic but not rational which is why I will be forwarding a written submission to be reviewed by the panel that will include further details suggested action steps, reforms and policies.

My suggestions include: Bias and Fairness training, Diversity training, Mental Health Crisis Training, De-Escalation training and policies, Police accountability protocol, non-collaboration initiatives with ICE and Language Access Initiatives.

We need **Bias training**, Studies have shown that bias affects decision-making in crucial life or death situations. This bias can be combated through training, but many police departments conduct no training about implicit bias. Research shows that officers who are given direction about improving interactions with the community are less likely to use force and are more able to resolve situations without arrest. In fact most local and state police spend more time in firearms and combative training then they do in **De-escalation, Mental Health Crises, Bias and Fairness** and how to deal with people so they feel that they are being treated respectfully. We need to ensure that **Diversity Training and Police Accountability** should be included along with **Community policing strategies** in a curriculum that includes instruction on de-escalating situations **that do not need to lead to confrontation**.

Despite past actions I believe the Sheriff's department can make the following commons sense reforms to rebuild relationships with immigrant communities and increase public safety in our county: (I would also like to note that many of these policies and practices are already in place in departments within Columbia, Albany and Ulster counties.)

Non-collaboration with Immigration and Customs Enforcement (ICE):

- Codify the New York State Office of Court Administration's (OCA) directive which prohibits court staff from allowing ICE agents to detain people in court without a judicial warrant.
- Create a department policy prohibiting the arrest or detainment of individuals for civil
- immigration purposes and/or in response to a civil administration warrant in accordance with NYS Supreme Court's decision in Francis vs. Demarco, and the expanded guidance issued by current NYS Attorney General Letitia James.
- Adopt the eight policies and practices included in former NYS Attorney General Eric Schneiderman's guidance which includes but is not limited to: prohibiting collaboration with ICE absent a judicial warrant; preventing department resources being used to create a federal registry based on race, gender, sexual orientation, religion, ethnicity, or national origin; and ensuring nondiscriminatory access to benefits and services.

In order to provide nondiscriminatory access to benefits and services the department must create new policies around Language Access:
- Install a language access line at the Sheriff's Department for community members to utilize in person and over the phone (this could be a new contract or shared with county services currently utilizing a language line)

- Expand language access to field operations to ensure essential practices such as mirandizing and sobriety tests are understood and the integrity of investigations and evidence are protected.
- Translate important information and materials into languages most commonly spoken by county residents.
- Prioritize multi-lingual candidates in hiring processes

Language access must coincide with increased cultural competency and anti-harassment policies:

A community member - whose parents barely spoke English - was having a mental health crisis. She had attempted suicide by taking random prescribed medicine she found in her parents room. She went to the ER with a stomach ache resulting from the mixed medicine she took. She was able to leave the ER without the health practitioners realizing that her symptoms were a result of her attempt to end her life. She went to school the next day and confided in a teacher who later informed mental health dept officials. I had arrived at her house for other personal matters when health dept officials were at her home trying to convince her to go back to the ER and get checked out. Due to her refusal, police had already been informed before I arrived, to escort her. Her parents had no idea what was going on. As soon as they saw the police, they could not understand why their daughter was being arrested for feeling sick. They had no idea that their daughter had attempted suicide. They had no idea that their daughter was not being arrested but merely transported to the hospital for further screening. I was able to understand the situation amidst the chaos with the mental health officials and police at the door and quickly explained to her parents what was going on. The Hudson Police Department would not give me the opportunity to explain to them further what the process is. They were angry, annoyed and in a rush to get her in the petrol vehicle. They rushed her out of her home, told me I was not allowed to ride with her, and took her away. The entire neighboring community watched in terror as a young lady from their community was taken out of her home, put into a patrol vehicle and her parents could not explain why. They were all frightened, threatened and understood that the police were not their friend. We have to stop overlooking these incidents. These incidents lead to barriers between minority communities and police. It is vital that we incorporate Language Access policies to prevent situations like this that leave an entire community traumatized.

Section C. PARC Survey

Title: Hudson Community Police Survey

Description: A survey conducted by the Police Advisory and Reconciliation Committee to assess how Hudson residents view the Hudson Police Department and its role in the community.

Section 1

Question 1
Which ward do you live in?

- First
- Second
- Third
- Fourth
- Fifth
- I am unsure which ward I live in
- I work but do not live in Hudson

Question 2
Have you called the Hudson Police Department (HPD) in the last 5 years?

- Yes
- No
- I don't know

Question 3
How likely are you to call the HPD when you need assistance?
[This question is a numerical scale 1-5]

- 1 Extremely unlikely
- 5 Extremely likely

Question 4

If you are willing, please share why or why not.

Question 5

Have you had any experiences with the HPD in the last 5 years involving you or someone you're close with (family members, friends) that have inspired community trust?

- ○ No, I have not experienced incidents that inspired trust
- ○ Fewer than 3
- ○ 3 to 5
- ○ More than 5

Question 6

If you are willing, please share an experience with the HPD that you felt inspired community trust.

Question 7

Have you had any interactions with the HPD in the last 5 years that made you doubt their ability to protect and serve the community?

- ○ No, I have not had interactions that led me to doubt the HPD's ability to protect and serve.
- ○ Fewer than 3
- ○ 3 to 5
- ○ More than 5

Question 8

If you are willing, please share an experience that you've had with the HPD that led you doubt their ability to protect and serve the community.

Question 9

Have you had any experiences with the HPD in the last 5 years involving you or someone you're close with (family members, friends) that have caused a physical or emotional injury, including incidents of misconduct?

- ○ No, I have not experienced incidents that have caused injury.
- ○ Fewer than 3

○ 3 to 5

○ More than 5

Question 10

If you are willing, please share an experience that you've had with the HPD that resulted in physical or emotional injury.

Question 11

Have you called the HPD on your behalf or for someone else who is experiencing the following: [Check all that apply]

○ Mental health crisis

○ Physical crisis due to substance use

○ Domestic Dispute

○ Non-criminal issue (you're not sure which service to call)

○ I have called the police but not for the above options

○ I have never called the police

Question 12

If you've called the HPD about mental health crisis, crisis due to substance use, a domestic dispute, or a non-criminal issue, how appropriately did the HPD respond to the call? (For example, did they demonstrate training or refer you to other appropriate agencies?)
[This question is a numerical scale 1-5]

○ 1 Extremely inappropriately

○ 5 Extremely appropriately

Question 13

What would you like to see the HPD do differently? [Check all that apply]

○ Fewer patrol cars/officers in my neighborhood

○ Fewer traffic stops in my neighborhood

○ Less community engagement (presence/participation at community events, etc.)

○ Transition non-criminal calls to other agencies

○ More patrol cars/officers in my neighborhood

○ More traffic stops in my neighborhood

○ More community engagement

○ More training on how to address substance use or mental health issues

○ Other

Section 2

About you.
If you're willing, share how you identify.

Question 1
What is your gender?

○ Female

○ Male

○ Non-binary/gender nonconforming

○ Other

Question 2
How old are you?

○ 0-18

○ 18-34

○ 35-54

○ 55+

Question 3
Are you of Hispanic, Latino, or Spanish origin?

○ Yes

○ No

Question 4
How would you describe yourself?

○ American Indian or Alaska Native

○ Asian

- ○ Black or African American
- ○ Native Hawaiian or Other Pacific Islander
- ○ White
- ○ Other

HUDSON
NEW YORK