

**The Town of Bedford Police Reform and Reinvention  
Collaborative Committee  
Draft Report & Recommendations February 2021**

**Introduction**

In compliance with a New York State Executive Order, the Town of Bedford formed a Police Reform and Reinvention Collaborative Committee in October 2020. Comprised of a diverse group of local stakeholders and residents, the Committee was tasked with reviewing the needs of the community being served by the Bedford Police Department (BPD), evaluating the department's current policies and practices, and addressing any racial bias or disproportionate policing of communities of color. At the conclusion of its work, the Committee was charged with developing a report with a summary of this review and suggested reforms to be approved by the Town Board. Following public review of the report, it must be certified as complete with New York State by April 1, 2021.

Information gathered through public listening sessions, community and police surveys and conversations with stakeholders and community members showcases a police force that is highly valued by the community it serves. Ninety-two percent of those surveyed feel safe in their community. "Respectful, helpful, caring and professional" were just some of the adjectives used by residents to describe their interactions with the BPD.

The three subcommittees—Training and Transparency, Community Engagement and Hiring/Qualifications, Accountability and Policies and Procedures—found that many of their concerns and recommendations were already being addressed by the BPD. Bedford Police officers receive training that is regulated by the New York State Department of Criminal Justice. An additional fifty, independent training modules were completed by the officers in 2019 and 2020. Bedford Police Chief Melvin Padilla was quick to respond to the conversation about policing occurring on the national level and is set to add an Implicit Bias Training Program in 2021.

The BPD was found to already be keeping arrest data broken down by race and gender, and crime statistics are made available to the public. The police chief and the Town Board Police Liaison maintain an open dialogue and are in frequent contact.

The BPD was already exploring the introduction of body cameras at the time this committee recommended them. The subcommittees examined, and were satisfied with, the department's Use of Force Policy and its implementation.

Overall, the Committee found that BPD is well regarded by the community and is already working to address areas for improvement. Toward that end, the Committee made the following, constructive recommendations to further promote transparency, accountability and trust between the Police Department and the people of Bedford.

## **Summary of Recommendations**

- 1) Establish a Police-Community Group (PCG) to work in collaboration with the BPD to support the implementation of these reforms.
- 2) Implement training for all police officers to address potential racial bias and increase training for interactions with people who may be experiencing trauma and people with mental health issues or special needs.
- 3) Expand emphasis on community engagement.
- 4) Institute body cameras to be worn by police officers while on duty.
- 5) Increase transparency of data and resources through enhanced utilization of website, social media, traditional public relations, and other available platforms.
- 6) Focus on diverse hiring within the limitations of the existing civil service process.
- 7) Implement an enhanced, third-party process for making complaints and complaint oversight.

## **Recommendations for Reform**

To support implementation of the reforms herein in an effort to improve transparency, accountability, and community engagement by the BPD, it is recommended:

- 1) **Town Board to Establish a Police-Community Group (PCG)** to work in collaboration with the police department to support the implementation of these reforms.
  - The Police-Community Group (PCG) to consist of five Bedford residents plus two designated representatives of the police department.
  - At least two resident members will be nonwhite and the committee will include residents from each of the three hamlets.
  - The PCG mission will be to interface with the BPD, the Bedford Town Board and the public to ensure that the recommendations contained in this report are implemented, and that the public is aware of the ongoing accountability of the BPD to Bedford community.
  - The PCG will meet quarterly to review the status of the reform recommendations listed in this document and to provide support for community outreach and transparency as needed, including:
    - Ensure the distribution of the annual survey to the community and employees of the BPD to assess community-police relations and report results to the public.
    - Review community outreach plan by the BPD and help facilitate outreach through community networking.
    - Appraise the public of the mission of the PCG through community outreach and public education about the BPD.
    - Review data reporting and transparency of information by the BPD as required in this report and help facilitate communication of this information to the public.

- Ensure the public is aware of the Town Board's role as the Bedford Police Board of Commissioners as per the Westchester Police Safety Act.

### **Timeline**

- Town Board to establish the PCG by resolution before June 1, 2021.
- The PCG will sunset in five years, or later if the members of the PCG vote to continue this ad hoc committee.
- Ensure dissemination of annual survey by 2021 Q4 (Appendix G)

### **2) BPD to implement training** for all police officers to address potential racial bias; **increase training around interactions** with people of color and marginalized populations including immigrants and people with mental health issues or special needs.

- Every police officer will be trained to avoid discrimination and/or bias in all interactions.
- BPD to select outside anti-bias/anti-racism course but ultimately look to train in-house annually.
- Ensure de-escalation training includes a focus on situations involving people in mental health crises, people with special needs, and people experiencing trauma. Train to improve interactions that have potential to escalate due to bias, lack of expertise, or lack of empathy.
- Utilize mental health experts to support training efforts.
- Consider partnering with advocacy and community groups such as Neighbor's Link that can enhance these trainings by sharing the experience of the immigrant community.
- Train dispatchers to recognize a situation involving a mental health crisis, to ask the right questions, and to dispatch appropriately trained personnel to respond to the scene.
- Consider enhanced collection of data (beyond Autism Registry) to help police respond appropriately to people with disabilities.
- Implement system to record race/ethnicity for "release with warning" stops as well as for summons issued for the purposes of collecting and reviewing more data related to potential bias.

### **Timeline / Measurement**

- Implement annual anti-bias/anti-racism training and expanded mental health training in 2021.
- Training report for prior year to be provided to Town Board in January, on an annual basis.
- PCG review survey results and compare race and ethnicity data in arrests and stops on an annual basis. Invite Chief to meeting to discuss.
- BPD review data and determine if additional or different trainings are needed to further this recommendation.

### **Additional Information**

- Training and Transparency Subcommittee Report in Appendix C
- Bedford Police Department Training List in Appendix C
- Community Survey Results Appendix G

### 3) **BPD to expand emphasis on community engagement**

- Create and implement a plan identifying engagement goals and targeted outreach strategies for reaching people throughout the town.
- Identify community liaison officer within the Police Department to draft and oversee plan, obtain input and support from PCG, and engage all officers in efforts to connect with public. These strategies may include but are not limited to:
  - Community engagement events to improve transparency and education around what the police do and who they are.
  - Listening / relationship-building sessions with civic and religious groups.
  - Invite community to tour police station.
  - Improve effort by police during normal tour of duty to make themselves more accessible, friendlier, clear they are here to protect and serve everyone.
  - Expand use of social media to connect with community and promote in-person activities, transparency, and community policing culture.
  - Consider issuing casual attire for police at community engagement events
  - Consider use of bike and foot patrol opportunities
  - Provide training as needed to officers involved in community engagement. Possible topics: public relations, social media.
  - Promote periodic analysis of recommended actions derived from data collected around community engagement efforts and annual community survey
- Rewrite the BPD's mission statement to better reflect a culture of community policing.
- Traffic stops that do not result in the issuance of a citation should be recorded and added to traffic report to reinforce that citations are not always necessary and to gather additional data on stops generally.

#### Timeline / Measurement

- Implement policy and annual plan by 2021 Q3 with support from the PCG.
- Rewrite mission statement by 2021 Q3.
- Report regarding community engagement for prior year to be provided to Town Board in January, on an annual basis.

#### Additional Information

- Community Engagement Subcommittee Report in Appendix D
- Community survey results in Appendix G

- 4) **BPD to institute body cameras** to be worn by police officers while on duty.
- Implement body cameras for protection of both the public and the police, utilizing best practices recommended by the International Association of Chiefs of Police (IACP.)
  - Implement body camera training for BPD members.
  - Camera should activate automatically when weapon is drawn and when police car lights are flashing.
  - Implementation cost expected to be \$100,000 with ongoing annual cost of \$35,000 for software and storage

Timeline / Measurement

- Implementation is underway with goal to implement in 2021
- Town Board recommended to approve \$35,000 in Police Budget annually for ongoing support of body camera system

Additional Information:

- Training and Transparency Subcommittee Report in Appendix C
- Guidelines/Model Policy from IACP in Appendix C

- 5) **Increase transparency of data and resources** through enhanced utilization of website, social media, traditional public relations, and other available platforms.

- Work with PCG to create annual reporting mechanism (dashboard or other easy to view platform) for the public to highlight and showcase department information, statistics on activities, and community data. Including the following:
  - Felony Arrests
  - Non Violent Felonies as percentage of arrests
  - Misdemeanor Arrests
  - Use of Force /Response to Resistance incidents
  - Vehicle Stops
  - Demographics of drivers of vehicle stops
  - Demographics of arrestees
  - Property crimes
  - Information on traffic enforcement and summons issued
  - Information on officer overtime
  - Number of complaints filed (including breakout of number of anonymous complaints)
  - Any other information deemed applicable in consultation with Town leaders
  - CAD data (911 calls)
- Presentation of data to occur at public meeting (for example, Town Board meeting) in Q1 each year, with Q&A by the public, and posting to website to follow.
- Publish policies and procedures on BPD website including: complaint procedure, use of force/response to resistance and domestic violence policies.

- Publicize underutilized resources (for example, the Voluntary Autism Registry and other forms that may be helpful for police response).
- Town Board to continue to hold hearings on the annual police budget and continue to allow for public comment.
- Introduce FAQ section on Bedford Police Department website.
- Amplify use of social media to support all efforts.

#### Timeline

- Create and produce reporting mechanism and FAQ section on website paby 2021 Q4.
- Data to be updated annually (year prior to be posted by January).
- Presentation of statistics to occur at public meeting (for example, Town Board meeting) in January each year, with analysis by police and Q&A by the public, with posting to website to follow.
- The PCG to provide support in gathering and disseminating information.

#### Additional Information / Sources:

- Training and Transparency Subcommittee in Appendix C
- Community Survey Results in Appendix G
- Accountability and Policies and Procedures Subcommittee in Appendix E

#### 6) **Advocate for opporutnities for more diverse hiring**

- Post information about the Civil Service process in hiring so the public understands that the Department is severely restricted in hiring.
- Town Board and police leadership recommend New York State and Westchester County reconsider existing civil service process to allow for more flexibility in hiring or explore other ways to increase oportunites to hire a more diverse police force.
- When civil service process will allow, develop specific benchmarks/goals for increased diversity in department.

#### Additional Information:

- Hiring and Qualifications Subcommittee Report in Appendix D.
- Statement regarding the current civil service hiring process in Appendix D.

#### 7) **Implement an enhanced process for making complaints and complaint oversight.**

- Ensure information on how to make a complaint is easily accessible on the BPD website.
- Create online form for the submission of civilian complaints.
- Enable civilian complaints to be made anonymously, with personal details optional on all complaint forms.

- Inform complainants that it may be difficult to process anonymous complaints due to limiting ability for investigation.
- Assign an independent third-party liaison who is a Town of Bedford employee or appointed official and is not police personnel to receive and review all civilian complaints.
- The PCG, along with the Chief of Police, the PBA, Town Personnel Director, and Town Board to agree upon objectives and scope, structure, training, budget, requirements, and assignee for such a role.
- Town Board to evaluate County-wide CCRB development and determine whether it is appropriate for Bedford to participate.
- Provide information to the public about both the internal and external complaint process including the oversight role of the Town Board as the Board of Police Commissioners.

#### Timeline

- Update complaint processes listed above and establish third-party liaison by 2021 Q4.

#### Additional Information

- Accountability, Policies and Procedures Report in Appendix E.

## Appendices

Appendix A: Background

Appendix B: Phases of Review

Appendix C: Training and Transparency Subcommittee Draft Report

Appendix D: Community Engagement and Qualifications and Hiring Subcommittee Draft Report

Appendix E: Accountability, Policies and Procedures Subcommittee Draft Report

Appendix F: Community Surveys

Appendix G: 2020 Survey Results

Appendix H: Notes and Materials from Listening Sessions

### **Appendix A: Background**

#### **A. The Town of Bedford**

The Town of Bedford (the “Town”) is located in Westchester County, New York. According to the United States Census Bureau, the Town has a total area of 39.4 square miles. The Town is bordered to the west by Mount Kisco and the Town of New Castle, to the south by Armonk in the Town of North Castle, to the north by Lewisboro and to the east by Pound Ridge. The population of the Town as of April 1, 2010 was 17,436 persons of which 81.7% identified as Caucasian, 4.4% as Black or African American, percent, 3.4% as Asian, 17.1% as Hispanic or Latino, with American Indian, Alaska Native, Native Hawaiian and Other Pacific Islander and other races making up the rest of the population.

## **B. The Town of Bedford Police Department**

The Town of Bedford Police Department (“BPD”) is a full time Police Department consisting of 40 sworn police officers and 14 full and part-time civilians. The BPD operates around the clock, seven days a week and provides the latest in professional police protection. It is led by Police Chief Mel Padilla and three Lieutenants who serve as commanders of the patrol, administration and staff services divisions. The BPD includes a Detective Bureau with a full time Detective/Youth Officer who is responsible for juvenile and youth related matters including the DARE program and Police Explorer Program. The Detective/Youth Officer works closely with schools and is liaison to the local drug abuse prevention council. A “School Resource Officer” is also assigned to work with the various schools in the Town as well. Also under the aegis of the Police Department, is the civilian Dog Control Officer who responds to calls regarding lost or misbehaving animals.

As of this report, BPD has 34 of 40 authorized sworn officers (with 6 vacancies due to recent retirements). Of the 34 current sworn officers there are 6 female officers (2 of which are supervisors) and 28 male officers. One LGBTQ Officer. 17% identify as:

- 4 Hispanic Officers (1 is Chief and 1 is a Detective)
- 1 African American Officer (a Detective)

The 13 civilian staff is made up of 5 females and 8 males. 23% identify as:

- 2 Hispanics
- 1 African American

The BPD underwent a review and was re-accredited by the New York State Association of Chiefs of Police in October 2019. According to the accrediting organization, this signifies that the agency “is committed to excellence in leadership, resources management, and community policing.” Only 29% of law enforcement agencies in the state are Accredited.

## **C. The Police Reform and Reinvention Collaborative Program**

Beginning on May 25, 2020, following the police-involved death of George Floyd in Minnesota, protests took place daily throughout the nation and in communities across New York State, including the Town, in response to police-involved deaths and racially biased law enforcement to demand change, action, and accountability. It is also recognized that there is a long and painful history in New York State of discrimination and mistreatment of black and African-American citizens dating back to the arrival of the first enslaved Africans in America. The recent outpouring of protests and demonstrations, which have been manifested in every area of New York State have illustrated the depth and breadth of public interest in ending institutional racism and injustice.

This history of discrimination includes a number of incidents involving the police that have resulted in the deaths of unarmed civilians, predominantly black and African-American men, that have undermined the public’s confidence and trust in our system of law enforcement and criminal justice, and such condition is ongoing and urgently needs to be rectified. These deaths in New York State include those of Anthony Baez, Amadou Diallo, Ousmane Zango, Sean Bell, Ramarley Graham, Patrick Dorismond, Akai Gurley, and Eric

Garner, amongst others, and, in other states, include Oscar Grant, Trayvon Martin, Michael Brown, Tamir Rice, Laquan McDonald, Walter Scott, Freddie Gray, Philando Castile, Antwon Rose Jr., Ahmaud Arbery, Breonna Taylor, and George Floyd, amongst others.

One of the essential roles of government is to maintain public safety, which requires mutual trust and respect between police and the communities they serve and the success and safety of society depends on positive police-community relationships and policies that allow police to do their jobs to protect every member of the public. As a result, the Governor determined that urgent and immediate action was needed to eliminate racial inequities in policing, to modify and modernize policing strategies, policies, procedures, and practices, and to develop practices to better address the particular needs of communities of color to promote public safety, improve community engagement, and foster trust.

On June 12, 2020, the Governor enacted Executive Order 203 entitled the “New York State Police Reform and Reinvention Collaborative”. Executive Order 203 states that in coordination with the resources of the Division of Criminal Justice Services and the Division of the Budget, local governments may “increase the effectiveness of the criminal justice system by ensuring that the local police agencies within the state have been actively engaged with stakeholders in the local community and have locally-approved plans for the strategies, policies and procedures of local police agencies.”

Pursuant to Executive Order 203 each local government, including the Town, which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law, must adopt a policing reform plan after performing a collaborative review of the needs of the community served by its police agency, and evaluate the department’s current policies and practices to address any racial bias and disproportionate policing of communities of color and promote trust, fairness, and legitimacy. On August 17, 2020, the Office of Budget released a Guidance Document in order to assist municipalities in the development of the Program (the “Guidance Document”); and

Following the Governor’s issuance of Executive Order 203, the Town, in coordination with the BPD, was required to consult with stakeholders, including stakeholders identified in the Guidance Document, and create a Police Reinvention and Collaborative Program (the “Program”) to adopt and implement the recommendations resulting from its review and consultation. The Program must be offered for public comment to all citizens in the locality, and after consideration of such comments, must be then presented to the Town of Bedford Town Board (the “Town Board”). The Town Board is then required to ratify or adopt the Program by local law or resolution no later than April 1, 2021 and transmit a certification to the Director of the Division of the Budget to affirm that the Program has been developed and the required local law or resolution has been adopted approving the Program.

**D. The Town Police Reform and Reinvention  
Collaborative Committee**

On October 6, 2020, the Town adopted a Resolution to create the Program the purpose of which was:

- To review the needs of the community served by its police agency,
- Evaluate the relevant policies and practices of the department,
- Identify standards and strategies that foster trust, fairness, transparency, accountability, and legitimacy,
- Confirm or establish policies that allow police to effectively and safely perform their duties;
- Involve stakeholders and community members in listening sessions and elicit input from the public
- Develop policy recommendations resulting from this review;
- Offer a plan for public comment;
- Present the Program to the local legislative body to ratify or adopt it, and;
- Certify adoption of the Program to the State Budget Director on or before April 1, 2021.

In addition, the Town created a Police Reform Reinvention Collaborative Committee (the “Committee”) to implement the Program. The Committee as developed by the Town Board was to have up to eighteen (18) members, in addition to the Chairs of the Committee. The required stakeholders on the Committee included the following:

- Membership and leadership of the local police force;
- Members of the community, with emphasis on areas with high numbers of police and community interactions;
- Interested non-profit and faith-based community groups;
- The local public defender; and
- Local elected officials.

The Committee was also to include the following other persons as members of the Committee:

- Residents who have had interactions with the police;
- Residents who have been incarcerated;
- Any local police unions;
- Local education officials and educators;
- Local neighborhood, homeless, and housing advocates;
- LGBTQIA+ leaders and advocates;
- The Local Health Department and healthcare leaders and advocates;
- Mental health professionals;
- Business leaders;
- Transportation and transit officials; and
- Legal and academic experts

#### **E. The Committee Timeline**

Following the creation of the Committee, the committee engaged in the following procedures:

**Phase 1: Planning (September-October 2020)**

Create a work plan, including list of issues to address, and identify staff to manage the information gathering and plan development.

Identify stakeholders and local leaders who can work to facilitate conversations with key constituencies in the community.

Assess current policing practices and procedures by gathering information on current operations including but not limited to data, policies and procedures, complaint history, budget, contracts, training, and equipment. Make this information available to the public.

**Phase 2: Listening and Learning (November-December 2020)**

Form subcommittees to examine specific areas including (1) accountability (2) transparency; (2) community engagement; (3) training (4) qualifications and recruitment; (5) policies and procedures.

Conduct listening sessions with the public. Organize sessions thematically or focus separately on individual stakeholders.

Consult experts or resources referenced in the Guidance to help consider difficult issues more fully.

Request comments on draft plans from the public both before adoption and early in the development of the Program. Elicit input from people unable to or uncomfortable with joining public meetings and consider asking for written comments or suggestions.

See appendix B for additional information about the planning, listening and learning phases.

**Phase 3: Draft a Plan (January 2021)**

Identify areas of focus or change after getting feedback and evaluating the role of the police in the community and the current state of the Town of Bedford Police Department.

In the areas identified as needing reform, identify short -term and long-term measurable goals.

Draft a reform and reinvention plan. The Committee may choose to solicit suggested language from stakeholders to help facilitate drafting and to see different stakeholders' positions in writing. The Committee shall consider articulating not just policy changes but

a vision for what these changes will accomplish. Include how to measure success of this plan going forward.

Keep the public engaged in the process.

#### **Phase 4: Public Comment and Ratification (February 2021-March 2021)**

Executive Order No. 203 requires that the draft plan be posted for public comment. The Committee shall consider diversifying the ways the public can share feedback, in writing and at events – either in person or virtually.

When releasing the draft plan, educate the public and consider how the Committee and other key stakeholders involved in the development will explain the proposals to the public. Consider holding events, engaging the media, or publishing an op-ed in the local newspaper.

Revise the plan to incorporate public comment: The Committee should ensure the public comment is addressed in a meaningful way in the final plan and how the Committee will address those comments which are not adopted and those that highlight areas of tension and disagreement among members of the community or between community members and the police.

Finalize the plan after public comment and submit to the Town Board to adopt or ratify before the April 1, 2021 deadline.

File certification with the New York State Division of the Budget by April 1, 2021, that the Town has met the requirements of Executive Order No. 203

#### **After April 1, 2021**

After the plan is adopted, the Town shall implement the plan and communicate progress reports and metrics to the public. The Committee will continue to monitor and respond to community concerns related to the police until the Town Board determines that the goals of the plan have been accomplished.

### **Appendix B**

#### **Phase 1: Planning (September-October 2020)**

The Committee adopted a two-pronged approach to collecting information while adhering to strict Covid guidelines on in-person meetings and large gatherings. The Committee reached the community through virtual town hall meetings and through a widely distributed survey accessible to both English and Spanish speakers. The goal was to ensure the participation of community members and stakeholders who interact with the BPD but whose voices are not always or easily heard.

Two public listening sessions were held via Zoom on October 15<sup>th</sup>, 2020 and November 19<sup>th</sup>, 2020.

SurveySparrow was selected as the platform to facilitate the community and BPD surveys. The community survey consisted of questions intended to elicit metrics on a range of subjects. The survey also included open ended questions to allow respondents to share personal stories about their interactions with the BPD and to offer subjective views about their overall satisfaction.

BPD officers were asked to complete a separate survey asking them to evaluate, among other things, their performance on the job, how they are perceived in the community, training and overall job satisfaction. Survey found in Appendix F.

The community was informed about the public listening sessions and the community survey through:

- Digital Media including Facebook and local community websites
- Local Government platforms, including the Town Supervisor weekly email update
- Flyers in English and Spanish at local libraries, delis and community centers
- Faith based organizations including (10) churches and (2) synagogues
- Civic organizations including Neighbor's Link, The Rotary Club , Kiwanis
- In addition to online links for the survey, paper surveys were distributed at local gathering places for individuals without access to the internet

## **Phase 2: Listening and Learning (November-December 2020)**

The information collected through listening sessions and surveys provided the individual subcommittees with data to help frame concerns, identify issues and make specific recommendations. The below information was shared (Additional results in Appendix G):

### **Community Survey:**

- 305 responses reflecting an even distribution across hamlets and gender lines
- Most respondents were over the age of 40 and all but 8% had at least 1 interaction with the police. 25% of respondents had more than 8 encounters.
- 76% of respondents were white; 8% Hispanic; 4% Black or African American and 1% Asian. 11% chose not to identify
- 92% feel safe where they live and 83% expressed satisfaction with police interactions
- Need for more presence in the community and for residents and police to interact—on foot, in parks, at public community events
- Request for more information about police training, policies and safety issues
- Need for sensitivity and anti-bias training, more empathy
- Additional mental health training for police on calls
- Request for increased communication overall

### **Police Survey:**

- 39 responses
- 83% BPD is valued by the community
- 76% received community-specific training
- 64% requested additional training specific to conflict resolution, people with disabilities or mental health issues, day-to-day operations and investigation techniques
- 78% want more opportunities to meet and to interact with residents
- 89% would report a fellow officer for behaviors inconsistent with police standards
- 19% have reported a fellow officer

### **Overlapping Themes:**

- Both BPD and local residents expressed a wish to eliminate parking and other traffic citation quotas.
- Both BPD and local residents want to find ways to bridge divides, build relationships and find more opportunities for social interactions.

Recurring themes were shared with Committee members, as well as individual comments providing focused feedback on specific areas.

**Appendix C – Training and Transparency Subcommittee Report:**  
<https://docs.google.com/document/d/1sHMi9DcqM6X3LtqLOVwIDIIY4zat8iqdFj4fzOGcXGM/edit?usp=sharing>

**Appendix D – Community Engagemnt and Qualifications and Hiring Subcommittee Report:**  
<https://drive.google.com/file/d/1x8FEEiCScoEjY08sV5sPiJNKgKjL7XdI/view?usp=sharing>

**Appendix E - Accountability, Policies and Procedures Subcommittee Report:**  
<https://docs.google.com/document/d/1DnmAdcgcr8VtOw-AFUu0xBpa1SeBBbJzsP6BbLLPnAo/edit?usp=sharing>

### **Appendix F – Community and Police Surveys:**

#### **PD Survey Template:**

<https://drive.google.com/file/d/1c2Tf94GOo7xMINooMkJi6SxI1Jt9PN4S/view?usp=sharing>

#### **Community Survey Template:**

<https://drive.google.com/file/d/1Hv9VnQc8NwqLtQJMbSX8ZLNDen8lzOXc/view?usp=sharing>

**Appendix G – Survey Results: Summary:** <https://drive.google.com/file/d/1-K3ui6SjK4mtYE7WK5OgSQG90ksCyRjN/view?usp=sharing>

**Appendix H – Notes from Listening Sessions:** [https://drive.google.com/drive/folders/1rrd-fqV\\_M\\_ev9qzjwCbpyXkfdv9JH6gB?usp=sharing](https://drive.google.com/drive/folders/1rrd-fqV_M_ev9qzjwCbpyXkfdv9JH6gB?usp=sharing)