APRIL 2021

LANCASTER POLICE COLLABORATIVE
# Table of Contents

Acknowledgments.................................................................................................................................3  
Preface........................................................................................................................................................4  
History of the Lancaster Police Department..............................................................................................5  
Mission Statement..................................................................................................................................6  
New York State Department of Criminal Justice Services (DCJS) Accreditation............7  
Lancaster Police Department Policy........................................................................................................8  
Lancaster Police Department Divisions.....................................................................................................9  
Lancaster Police Department Special Units...........................................................................................10  
Lancaster Demographics.........................................................................................................................13  
Lancaster Police Department Call Statistics............................................................................................14  
The Police Reform and Reinvention Collaborative Process.........................................................15  
The Lancaster Police Reform and Reinvention Survey Results....................................................17  
Review and Plan.......................................................................................................................................18  
Community Policing.............................................................................................................................19  
  Goals  
    Community Involvement.....................................................................................................................21  
    Recruitment and Retention...................................................................................................................22  
    Social Media Outreach........................................................................................................................23  
    Increased Transparency.......................................................................................................................24  
    Training..............................................................................................................................................25  
Conclusion................................................................................................................................................26  
References.................................................................................................................................................27
Acknowledgements

This Town of Lancaster, New York State Police Reform and Reinvention Collaborative was made possible through the efforts of the following:

Comprehensive Plan Advisory Committee

Ronald Ruffino, Supervisor, Town of Lancaster
William Karn, Chief of Police
Marco Laurienzo, Captain
Jeffrey Smith, Captain
Jonathan Ziders, Lieutenant
Stacy Maute, School Resource Officer
John Abraham, Teacher, Lancaster High School
Father David Richards, Our Lady of Pompeii
Lynne Ruda, Trustee, Village of Lancaster
Jeffery Kupka, Director, Depew Boys and Girls Club
Gary Ertel, ADA, Erie County District Attorney’s Office

Lancaster Town Board
Ronald Ruffino, Supervisor
Adam Dickman
Robert Leary
David Mazur
Michael Wozniak
On June 12, 2020, Governor Cuomo signed an Executive Order requiring each local government in the State to adopt a policing reform plan by April 1, 2021. To ensure the plans are developed through an inclusive process, Governor Cuomo called for the New York State Police Reform and Reinvention Collaborative. The Collaborative process needed to include the following steps:

- Review the needs of the community served by its police agency, and evaluate the department’s current policies and practices.
- Establish policies that allow police to effectively and safely perform their duties.
- Involve the entire community in the discussion.
- Develop policy recommendations resulting from this review.
- Offer a plan for public comment.
- Present the plan to the local legislative body to ratify or adopt it.
- Certify adoption of the plan to the State Budget Director on or before April 1, 2021.

The New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens recommended the following discussion points throughout the collaborative:

I. What Functions Should the Police Perform?
   1. Determining the Role of the Police
   2. Staffing, Budgeting, and Equipping Your Police Department

II. Employing Smart and Effective Policing Standards and Strategies
   1. Procedural Justice and Community Policing
   2. Law Enforcement Strategies to Reduce Racial Disparities and Build Trust
   3. Community Engagement

III. Fostering Community-Oriented Leadership, Culture, and Accountability
   1. Leadership and Culture
   2. Tracking and Reviewing Use of Force and Identifying Misconduct
   3. Internal Accountability for Misconduct
   4. Citizen Oversight and Other External Accountability
   5. Data, Technology and Transparency

IV. Recruiting and Supporting Excellent Personnel
   1. Recruiting a Diverse Workforce
   2. Training and Continuing Education
   3. Support Officer Wellness and Well-being
A Brief History of Policing in Lancaster

The Village of Lancaster appointed its first police officer on May 19, 1866. The appointments were then for three month periods, and the officers had to report on their activities to the Village Board monthly. The first documented Village of Lancaster Police Chief was George Nichter, who was appointed on May 10, 1920. Constables led by a Chief first served the Town of Lancaster. The Lancaster Town Board officially established the Town of Lancaster Police Department on June 20, 1932. The first Police Chief of the newly created Department was Edwin Sutton. The Town of Lancaster Police Department started a police ambulance service circa 1953, with an ambulance donated to the Department. That ambulance service eventually separated and became the Lancaster Volunteer Ambulance Corps. Police headquarters was housed in the basement of the Town Hall from 1950-1975. In 1975, the Department moved to a larger facility at the former Nike Missile Base on Pavement Road in the Town.

The Village of Lancaster Police Department merged with the Town of Lancaster Police Department in 2003, one of few such mergers in the state. The merger was driven by several factors including, taxpayer savings, organizational opportunities, more efficient use of resources, increased collaboration among officers, strengthened communication capabilities, and the elimination of legally troublesome jurisdictional boundaries, which would allow for more efficiently aligned patrol areas. The agreement was financially suitable for both municipalities and runs through 2033. On February 5, 2014, the Lancaster Police Department moved into the new Police and Court Facility next to our old police headquarters on Pavement Road.
Mission Statement

The Lancaster Police Department endeavors to provide the community with a safe and thriving environment through deterring and effectively responding to disorder, problematic conditions, and crime.

The women and men of the Lancaster Police Department shall respect and protect the individual's rights and act in collaboration with and for the benefit of the public. All personnel are expected to serve with courage, professionalism, and sound judgment.
New York State Department of Criminal Justice Services (DCJS) Accreditation

The Lancaster Police Department is a New York State Department of Criminal Justice Services (DCJS) Accredited agency. DCJS Accreditation provides formal recognition that an organization meets or exceeds general expectations of quality in the field. It also acknowledges the implementation of policies that are conceptually sound and operationally effective. The New York State Accreditation Program became operational in 1989 and encompasses four principle goals:

1. To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment, and facilities to the extent possible

2. To promote increased cooperation and coordination among law enforcement agencies and other agencies of the criminal justice services

3. To ensure the appropriate training of law enforcement personnel

4. To promote public confidence in law enforcement agencies.

The Accreditation Program comprises a set of standards developed to enhance an agency's capabilities and is divided into three categories:

1. The administrative section's standards have provisions for such topics as agency organization, fiscal management, personnel practices, and records management.

2. Training standards encompass basic and in-service instruction, training for supervisors, and specialized or technical assignments.

3. Operations standards deal with such critical and litigious topics as high-speed pursuits, roadblocks, patrol, and unusual occurrences.
The New York State Division of Criminal Justice Services oversees and certifies police agencies in the New York State Law Enforcement Accreditation Program. Once an agency sufficiently completes the arduous accreditation process, it is accredited for five years. Agencies are required to regularly review policies and procedures and update them as necessary in this period. Additionally, accredited agencies must submit an Annual Compliance Survey every year to the Office of Public Safety and Law Enforcement Accreditation Council to show the agency is up to date and compliant with various high-liability standards. To recertify, the Lancaster Police Department will undergo a compliance audit of our program files. The accreditation program is demanding, but compliance ensures that the Lancaster Police Department is held to the highest standards.

Certificate of Accreditation

be it hereby known that the

Lancaster Town Police Department

has demonstrated a high level of excellence and professionalism in the field of law enforcement by meeting the standards established by the New York State Law Enforcement Agency Accreditation Council. The Council is therefore proud to award accreditation to the agency for the period of September 7, 2017 through September 6, 2022.

Michael C. Green, Executive Deputy Commissioner
New York State Division of Criminal Justice Services

Cheri V. Piro, Chairman
New York State Law Enforcement Agency Accreditation Council

Michael R. Wood, Deputy Commissioner
New York State Division of Criminal Justice Services
The Lancaster Police Department must adhere to updates to the Accreditation Program standards. An example of an update is reflected in the below Use of Force General Order of the Lancaster Police Department. Sections updated coinciding with recent changes in NYS law are sections A, F-3, H, and I. The general order can also be found at:


**Use of Force General Order**

**SUBJECT:**
Use of Force

**SUBJECT STANDARD:**
20.1, 21.2

**GENERAL ORDER NUMBER:**
120.10

**EFFECTIVE DATE:**
6/29/2015

**REVISION DATE:**
10/27/2020

**APPROVAL:**
William J. Karn, Jr., Chief of Police

**A. Policy Statement:**

It shall be the policy of the Lancaster Police Department that officers, in the performance of their duties, use a level of physical force that is objectively reasonable under the circumstances to effect an arrest, prevent an escape, or in defense of themselves or others. The level of force used shall be within limits established by Article 35 of the New York Penal Law and consistent with training given by both the Department and the Training Academy.

This policy is written in recognition of the value of all human life and dignity without prejudice to anyone.

**B. Definitions:**

1. **Objectively Reasonable** – An objective standard used to judge an officer’s actions. Under this standard, a particular application of force must be judged through the perspective of a reasonable officer facing the same set of circumstances, without the benefit of 20/20 hindsight, and be based on the totality of the facts that are known to that officer at the time that the force was used.

2. **Deadly Physical Force** - Physical force which, under the circumstances in which it is used, is readily capable of causing death or other serious physical injury.

3. **Physical Injury** – Impairment of physical condition or substantial pain.

4. **Serious Physical Injury** – Physical injury which creates a substantial risk of death, or which causes death or serious and protracted disfigurement, protracted impairment of health or protracted loss or impairment of the function of any bodily organ.
Lancaster Police Department Divisions

Uniformed Patrol Division
The Patrol Division is currently headed by Captain Marco Laurienzo and includes seven lieutenants and thirty patrol officers. Officers in the Patrol Division are responsible for answering service calls, enforcing traffic laws, and investigating motor vehicle accidents. Additionally, officers are also responsible for warrant service, primary tactical response, and maintaining order. The Patrol Division provides around the clock protection and services to the citizens of Lancaster.

Detective Bureau
The Detective Bureau is currently overseen by Captain Jeffrey Smith and includes one detective lieutenant and seven detectives. The Detective Bureau is responsible for investigating crimes of a serious nature (robbery, burglary, arson, etc.), including narcotics investigations. Detectives also conduct follow up investigations on crimes that are referred to them by the Patrol division. The Detective Bureau is responsible for the handling, processing, and secure storage of all evidence. Our detectives receive specialized training in crime scene management, crime scene photography, and interview and interrogation skills.
The Lancaster Police Department currently has three police officers assigned to work full-time in LCSD schools during the school year. These officers are based at Lancaster High School, Lancaster Middle School, and the William Street School/elementary schools, but respond to the other schools in town when needed.

A School Resource Officer (SRO) is a law enforcement officer assigned to either an elementary, middle, or high school. The main goal of the SRO is to prevent juvenile delinquency by promoting positive relations between youth and law enforcement. The SRO position encompasses three major components that allow the SRO to achieve this goal: law enforcement, education, and counseling. These three components allow the SRO to take a proactive approach to law enforcement. SRO’s are not just "cops on campus." While law enforcement is a component of their duties, SRO’s also educate students by teaching law classes and other related subjects. They also utilize their position to counsel both students and parents on various topics. Through this interaction, the SRO becomes involved in the students’ lives as a positive role model. Through these positive experiences, it is intended that the SRO will bridge the gap between juveniles and law enforcement, and in doing so, help prevent juvenile crime.

The Lancaster Police Department collaborates with the Lancaster Central School District to provide the community with a School Resource Officer program for students from kindergarten through 12th grade.
The Lancaster Police Department operates several voluntary units. The requirements to participate in these units vary and depend on the purpose of the unit.

**Emergency Response Team**

The Lancaster Police Department maintains an Emergency Response Team (ERT). The team is made of Lancaster P.D. officers and support EMT's specially trained to provide a planned tactical response to high-risk situations that require the application of specialized lifesaving tools, tactics, and capabilities, which exceed those immediately available to the agency's first responders.

**Crisis Negotiation Unit**

The Crisis Negotiation Unit consists of specially trained police officers who negotiate with a person or group of people actively involved in a criminal, domestic, or mental health incident. The unit strives to resolve situations in a way that minimizes harm.

**Traffic & Accident Investigation Unit (AIU)**

This unit is headed by a Patrol Lieutenant and addresses traffic complaints through the Department's coverage area. The AIU is responsible for the investigation of all motor vehicle accidents that involve serious injuries or fatalities.

**Police Bike Patrol**

During the warmer months, various officers are assigned bike patrol duties. Their main concentration areas are the Village Business District, Como Lake Park, Lancaster Village and Town Parks, and the Heritage Trail.

**Honor Guard**

The Honor Guard is a ceremonial unit, composed of motivated volunteers from our Department. The primary role for honor guards is to provide funeral honors for fallen comrades. An honor guard team also serves as 'Guardian of the Colors' by displaying and escorting the national flag during ceremonial occasions.
Demographics

Below is a snapshot from https://www.census.gov/quickfacts/lancastertowneriecountynewyork. The numbers reflect estimates comprised of the US Census Bureau, Population Estimates Program (PEP) as of July 1, 2019.

The Town of Lancaster has seen continued and steady growth for decades. As the population continues to grow, so does the need for police services within the community.
Calls for Service, Arrests, and Summons

Listed below are calls for service, arrests, and summons for 2017 through 2019. On average, the Lancaster Police Department Public Safety Dispatchers receive approximately 21,000+ calls for service yearly. Lancaster Police Officers responded to emergency and non-emergency related calls totaling:

2017: 21,197
Lancaster Police related: 18,528

2018: 21,478
Lancaster Police related: 18,737

2019: 21,252
Lancaster Police related: 18,446

2020: 21,304
Lancaster Police related: 18,859

Arrest numbers include all arrests for crimes and violations related to NYS Penal and Criminal Procedure Law, as well as misdemeanors and felonies within NYS Vehicle and Traffic Law:

2017: 796 arrests
2018: 769 arrests
2019: 779 arrests

Summons totals include all summons issued under NYS Vehicle and Traffic Law:

2017: 3,002
2018: 2,718
2019: 2,420

The Lancaster Police Department Dispatch Center is staffed by eleven Public Safety Dispatchers. These Public Safety Dispatchers answer every call that comes into the police station and handle all police related calls, as well as fire and emergency medical services for the Town and Village of Lancaster and Town and Village of Alden.
Upon learning of Governor Cuomo’s Executive Order No. 203 mandating police reform, the Lancaster Police Department had internal meetings about the path forward. Following these internal meetings, Chief William Karn discussed with Lancaster Town Supervisor Ronald Ruffino the executive order requirements. Further discussions were had regarding the forming of the collaborative committee with members from the community. The initial committee consisted of Town Supervisor Ronald Ruffino, Chief of Police William Karn, Captain Marco Laurienzo, Captain Jeffrey Smith, Lieutenant Jonathan Ziders, School Resource Officer Stacy Maute, Lancaster Village Trustee Lynne Ruda, John Abraham, Jeffrey Kupka, and Father Dave Richards. These members convened for the first meeting on September 23, 2020.

During the first meeting, areas of focus were discussed, including plans to hold a public meeting and create a survey for dissemination to the public. The public meeting was held on October 21, 2020, at the Town of Lancaster Senior Center. A fifty-eight question survey was made accessible online to the public on October 28, 2020, and was available until the end of December 13, 2020. The survey elicited 359 responses, and results were compiled and reviewed for common themes.
In December 2020, Lieutenant Jonathan Ziders and School Resource Officer Stacy Maute spent two days in John Abraham’s Participation in Government classes, speaking to Lancaster High School seniors. These students were a large percentage of the survey responses, and we wanted to follow up and discuss the purpose and information more thoroughly. SRO Maute took the opportunity to discuss the SRO’s multifaceted role in the schools and how it connects and reaches beyond the physical buildings. Lieutenant Ziders addressed the purpose of the survey and its relationship to the governor’s executive order, procedural justice concepts, community policing, and how the police and all community members can work together positively.

On January 18, 2021, the committee convened virtually to discuss what has been accomplished, what we learned from the survey, the high school discussions, what our plan will include, and the timeline in the coming weeks. Supervisor Ruffino was unable to attend this virtual meeting, but Town Council Members Robert Leary and Michael Wozniak were present.

On February 01, 2021, the committee met virtually and presented the plan for review before its release for public comment. Upon agreement of its completion, the Lancaster Police Reform and Reinvention Plan was released for public review and comment.

THE LANCASTER POLICE DEPARTMENT IN THE NEWS

The police department regularly maintained contact with the local newspaper, the Lancaster Sun, which published several stories and photographs documenting the initiative’s progress. Additionally, progress updates were posted on the Lancaster Police Department Facebook page. Through these publishings, Lt. Ziders contact information was provided for anyone seeking more information or to forward concerns.
Among the 359 survey contributors, negative responses were minimal. Areas of the most significant frequency of concern concentrated around officers being involved and connected to the community in more ways, traffic-related concerns, and theft issues. Overall, the community has a positive perception of the police department. The public's interaction with the Lancaster police department is also generally reported as professional and helpful.
Review and Plan

Looking into the critical components of the Lancaster Police Department.

While reviewing our operations through committee meetings and community feedback, the Lancaster Police Department has maintained a focus on maintaining and building on the positive police-community relationship. Driving this relationship is how the Lancaster Police Department operates and is perceived by the community it serves. A concept that embodies this ongoing process is procedural justice and its relationship to police legitimacy.

Procedural justice and legitimacy are measurements of public trust and confidence in the police, how much they believe in police honesty and competency, and their perception that police treat people fairly and respectfully [1]. Public opinion and data have shown that the public desires that the police act equitably and interact respectfully with citizens. People are more willing to respond positively to officers' requests when this is accomplished [2].

Procedural Justice is accomplished by the police understanding and practicing four concepts: voice, neutrality, respect, and trustworthiness [2].

People want the opportunity to have someone listen to them explain the situation or their version of events. Listening allows the individual to feel like they are a part of the process [2]. Neutrality involves an officer making decisions based on legal principles and facts, rather than their personal opinions or biases [2]. Respect coincides with people's desire to be treated with dignity and politeness while maintaining their rights. When perceptions arise and individuals feel that police did not treat them appropriately, future interactions could result in a negative outcome [2]. Likewise, when approached correctly, even a bad outcome for the individuals should result in an objectively positive interaction. Trustworthiness is the perception that the police are benevolent, caring, and have the best interests of people at heart [2]. This trust is built by incorporating the other facets of procedural justice, with the added effort by police to explain or justify their actions.

Taking the time to explain a situation shows awareness and empathy for people's needs and concerns. The procedural justice concept does not abrogate police officers' authority and the requirement to perform their duties lawfully. Therefore, the community plays a significant role in the procedural justice and legitimacy paradigm. When law enforcement officers act under the above principles, the community must also respect the laws and authority granted to law enforcement.
While the public may not know the term well, the concept and commitment to procedural justice have been emphasized and part of the Lancaster Police Department’s culture. A critical component is how it relates to the Lancaster community and how we can engage stakeholders productively and collaboratively as a police department. For this reason, the Lancaster Police Department plans to take a more interactive community policing approach.

**Community Policing**

A review of the community survey responses provided meaningful feedback regarding what residents see the Lancaster Police Department doing well, what we could improve upon, and what is most concerning to them. One primary observation was the desire to have the Lancaster Police Department more accessible and interactive with the community. Another large response dealt with traffic violations and related concerns throughout the Town and Village of Lancaster.

"Ideally, this collaboration will reinforce the positive relationship we have with our community while also taking note of some areas we may need to improve." Lt. Jonathan Ziders, Lancaster Sun Interview

An area of focus that may help ease some of these issues focuses on community policing. While the police department always has the Lancaster community’s interests as a priority, we can strive to do more with our outreach and create positive, lasting relationships with residents, businesses, and other stakeholders. When implemented and performed effectively, community policing helps foster procedural justice and, therefore, police legitimacy in the community. Community policing helps to create strong bonds and communication lines with all community members that allow concerns to be addressed timelier.

Community policing is not something that should be carried out by a team [3]. Instead, it is a philosophy in which all the Lancaster Police Department members strive to carry out the department’s mission and regular business within our community.
Furthermore and consistent with the guidelines put forth by the Office of Community Oriented Policing Services, the Lancaster Police Department acknowledges that this philosophy must be proactive, collaborative, and comprehensive in its approach to addressing the needs and problems of the community [3].

The fundamental focus of community policing is to improve public safety and quality of life for all community members [4]. However, the police department cannot do this alone. Public safety and enhancing Lancaster’s quality of life are responsibilities of the police, residents, and relevant stakeholders, such as businesses and other governmental agencies [4]. Personal connections are a cornerstone of the community policing approach and help foster cooperation and a shared mission with all that are involved. Through these connections, partnerships are developed and can be leveraged with cooperation from media to create public awareness in areas such as crime, violence, traffic, dangerous conditions, changes in the law, and other situations impacting public safety and partnership opportunities [3].

"Police and the community work together to identify problems and to respond to community needs and concerns. These efforts help build community trust" [4]

While the police department may lead efforts to act on community policing principles, the responsibility is not exclusive to the police department. The community should also adopt and use these principles to help the police department identify and respond to its concerns and needs [4]. These principles include:

1. Change
2. Leadership
3. Vision
4. Partnership
5. Problem Solving
6. Equity
7. Trust
8. Empowerment
9. Service
10. Accountability

Additionally, the community policing process is strategic and identifies five major areas [4]. The strategic areas include:

1. Problem Solving and Prevention
2. Community Engagement and Education
3. Partnerships
4. Organizational Development and Change
5. Analysis, Measurement, and Evaluation.
Goal: Community Involvement

Objective #1: All officers will be encouraged to interact more with residents to get to know each other. Officers can learn about residents' concerns related to public safety and quality of life issues and build more trust between the community and its police department.

Objective #2: Create a "Community Outreach Unit," led by a lieutenant made up of officers and detectives who volunteer to be involved in the community events and outreach. Then utilize these officers for community events whenever possible.

Objective #3: Officers and SROs increasing involvement/mentoring at the Boys and Girls Club and with disadvantaged youth in the community.

Objective #4: Increase our involvement at the Youth Bureau and Senior Center.

Objective #5: Determine the feasibility of implementing citizen and youth-based police academies.

Objective #6: Develop and conduct annual surveys that would assist with measuring the perspectives and concerns of the Lancaster community. These surveys would be used to evaluate and adjust the department's goals and outreach.

Objective #7: Create a committee of public safety officials, elected officials, business leaders, and other identifiable organizational members and leaders who would meet on a specified timeline to identify and address community problems and concerns.
Goal: Recruitment and Retention

Objective #1: Increase our involvement in local job fairs and career days, particularly at the high school level.

Objective #2: Ensure that women and minorities are encouraged to consider a career in law enforcement and let them know that they could have an equal opportunity to be considered for employment with our department.

Objective #3: Ensure that all officers, regardless of race, sex, religion, etc., are treated fairly and have equal opportunities for training and promotions, subject to Civil Service Law and the Collective Bargaining Agreement.

Objective #4: Attempt to retain our personnel by ensuring they receive comparable pay and benefits similar to other area police departments. We have invested considerable resources into personnel development, and we should endeavor to retain them.

Objective #5: As the community continues to grow and evolve, there should be consideration given to adding officers and personnel to the police department. The current number of personnel may limit the department’s ability to adjust to community needs and the desire for further interaction and involvement. Additionally, the growth in population and roadways requires more attention and resources focused on traffic-related concerns. The Town and Police Department should discuss and assess the need for additional personnel in the near future.
Objective #1: Increase Police Department outreach, particularly to younger residents, by starting and utilizing an Instagram account, and possibly a Twitter account.

Objective #2: Focus on creating more original content and communication with the Lancaster community.
Goal: Increased Transparency

Objective #1: Acquire and mandate the use of body-worn cameras for all patrol officers.

Objective #2: Make additional Department General Orders public by posting them on our website.

Objective #3: Officers will be required to have their name on their patrol uniform.

Objective #4: Investigate the feasibility of creating an online form for individuals to submit officer commendations or complaints. The form would be reviewed and acted on within a given period.

"If there is some type of issue or some type of complaint against one of our officers, we'll hopefully have video of the entire incident,"..."Not just a snippet off of somebody's phone, but a video of the complete incident." Chief William Karn, Lancaster Sun Interview
Goal: Training

Objective #1: Increase the amount of mandated departmental training.

Objective #2: Efforts will be made for all officers to receive relevant training in applying procedural justice concepts. This includes specific training in procedural justice and how it relates to police legitimacy. Additional training considerations that would coincide and embody this process could include:

- Implicit bias and/or anti-bias training,
- Crisis Intervention/Mental Health Training
- Include de-escalation training in all use of force training sessions.
- Increase the amount of scenario-based training.
- Emphasize officer physical and mental wellness through currently accessible programs
- Seek additional training to ensure that officers prioritize their well-being.
Conclusion

The Lancaster Police Department is a New York State Department of Criminal Justice Services Accredited agency. The highly trained men and women of the Lancaster Police Department are committed to serving Lancaster residents with the highest level of professionalism and continually achieving the high standards set to maintain accreditation.

A thorough review of procedures and policies have determined that the Lancaster Police Department is up to the standards that Governor Cuomo mandated be reviewed. The Lancaster Police Department is committed to continually reviewing policy and procedures. It plans to create a committee of public safety officials, elected officials, business leaders, and other identifiable organizational members and leaders who would meet on a specified timeline to continue to identify and address community problems and concerns.

The committee realizes the importance of a continued dialogue among community leaders and the importance of outreach to community members. The community survey results show that the community has a positive perception of the police department and that the public's interaction with the Lancaster Police Department is considered professional and helpful. The Lancaster Police Department is committed to focusing on positive community outreach and engagement, increased transparency, and an increased social media presence.

Recruiting and retaining the highest quality police officers will continue to be an important goal for the Lancaster Police Department, ensuring that all officers, regardless of race, sex, and religion, are treated fairly and have equal training and promotional opportunities, subject to Civil Service Law. The department’s monitoring of officer training will be ongoing, and efforts will be made to have all officers receive relevant training in applying procedural justice concepts.

The Lancaster Police Department and the Town of Lancaster prioritize public safety for the residents of the Lancaster community. As the police merger agreement completes in 2033, a plan will be made to ensure that the department continues to receive the resources needed to keep the growing Lancaster community safe. The Lancaster Police Department's future success depends on the continued collaboration between the community, the Town Board, and the Lancaster Police Department.
References


