



Cynthia Herriott-Sullivan • Interim Chief of Police
90 DAY PLAN PROGRESS REPORT

April 26, 2021



Original 90 Day Plan: PURPOSE

It is critical that as part of the transition process, I familiarize myself with the Rochester Police Department (RPD) operations and critical issues. Community issues, concerns and priorities also need to be identified and assessed.

GOALS

1. **Assess the current leadership** needs of the police department and fill critical leadership positions.
2. **Identify any critical** resource needs.
3. **Identify the top pressing** matters facing RPD.
4. **Identify and meet with critical stakeholders** in order to establish collaborative relationships.
5. **Review departmental policies and procedures** and ensure any needed updates are initiated.
6. **Determine RPD's alignment** with the 6 Pillars of 21st Century Policing, which are law enforcement best practices.
7. **Gather as much information** as possible about the community. Identify what they need from the RPD.
8. **Establish effective professional relationships** with other law enforcement officials in the County, as well as public and private districts.

This 90 Day Plan is based on the time I would need to assess the current operational and administrative status of the RPD and determine where enhancements or modifications may be needed. I will work with both sworn and professional staff to develop strategies intended to move the RPD forward.

GOALS, OBJECTIVES AND STRATEGIES

As Chief of Police, I need to understand the public sentiment about the issues they face. Where possible, I need to learn about safety, budget, crime and other issues, and hear it first hand when possible from those who live and work in the community.

1.1 - Assess the current leadership needs of the police department and fill critical leadership positions. (Completed within 20 days)

The RPD faced a crisis in leadership due to resignations and retirements. Not only was it critical to fill positions, but fill them with personnel that epitomized Competence, Commitment and Ethics. Some staff members were planning to retire, but delayed it so they could help get the Department through this leadership shortage. Stability was critical in this decision because the staff had been through substantial turmoil.

The Department also faced several critical court decisions that required a strategic staffing plan along with staff that possessed special skills.

The Command positions filled by the Chief of Police:

- **Executive Deputy Chief:** Acts as assistant chief, overseeing both the Operations and Administrative Bureaus
- **Deputy Chief of Operations:** Oversight of the Operations Bureau, which includes Special Events, Special Operations, Staff Duty and the Patrol Division
- **Deputy Chief of Administration:** Oversight of Administrative Services, Personnel, Budget and Research and Evaluation
- **Commander Patrol Division:** Oversight of the Patrol Sections and Patrol Section Investigations
- **Commander Administration Division:** Reports to the Deputy Chief of Administration
- **Commander Special Operations Division:** Oversight of Central Investigations, Special Investigations, Special Operations
- **Commander Administration:** Oversight of the Administrative Services Section which includes Professional Development and Technical Services
- **Research and Evaluation:** Oversight of Policy Management, Accreditation, Grant management and Emergency Management
- **Chief of Staff:** Oversight of the administrative staff assigned to the Office of the Chief



GOALS, OBJECTIVES AND STRATEGIES

1.2 - Develop a Screening Process for selected candidates to fill leadership positions. (Completed within 20 Days)

An internal process has been developed to vet candidates for promotion.

- Both a vacancy and candidate list are developed
- The command staff reviews the candidates and conducts interviews, except for command positions
- The candidate list is provided to the Chief of Police, along with their feedback
- The Chief of Police reviews the discipline history, performance record and any lawsuits involving the candidate
- The Police Chief reviews the Department's Equity Plan
- The Chief of Police makes the final promotional decision

2.1 - Identify any critical Departmental resource needs. (Completed within 30 days)

I met with a number of staff members from various departments to determine what the critical needs are.

- **21st Century Policing Alignment:** Our policies and our processes need to be examined through a 21st Century Policing lens to ensure we are in line with the intent of this philosophy.
- **Professional Development:** As we prepare for implementing Executive Order 203 recommendations, we will need resources to revamp and update our current training.
- **Budget Overtime Costs:** The protests that took place in 2020 have made a major impact upon overtime costs. We are working with the Budget office to manage this area so that minimize costs can be minimized.
- **COVID – Sick Status:** The pandemic caused a slowdown in our normal process for getting staff back to work. We have changed the medical provider in this area.
- **Recruitment:** The last recruitment exam had 500 people register to take the exam, a record low. While this may not be an urgent factor as we examine whether to decrease our authorized staffing strength, hiring may become a factor in the future. It is critical that competent, ethical people aspire to put on the RPD uniform in service to the community.
- **Section Office Space:** The community wants their officers in their various sections of the City of Rochester. The Department will work with the City to move this forward.

GOALS, OBJECTIVES AND STRATEGIES

3.1 - Identify the top pressing matters facing the RPD.

- **The case involving Mr. Daniel Prude:** There is no question that this case has had a major impact upon the Department and also the community. Bringing this case to a conclusion, while meeting legal and contractual obligations I must meet as chief of police, is vital. The community needs to know the case outcome as soon as possible.
- **The RPD 50-A Discipline Database Matter:** This project involved posting the discipline history of Rochester Police Officers on an open portal database with public access. There was a lawsuit filed to block the release, and a lawsuit filed that demanded the information be released. Out of 700 officers, 17% of the Department ended up in this database, with a number of those being due to Fleet Vehicle Accidents.
- **The COVID Virus:** The RPD is the same as other organizations around the community that were impacted by the virus. One major impact has been the limit on our ability to connect and build on our community relationships.
- **Public Demonstrations:** While citizens have every right to peacefully protest, staffing them has had a major impact on the Department's budget
- **Freedom of Information Requests:** Freedom of Information Law (FOIL) requests have skyrocketed. The Department has been inundated with massive requests for information from a number of sources. We currently average 699 FOIL hours per week to get through requests. This requires a new staffing plan that will enable the department to keep up with demands. We also need to examine the feasibility of a portal to address where there are repeated requests for the same information as this may provide some staff time relief.
- **Lawsuits:** A number of lawsuits have been filed that require a response from the Department and City Administration which impacts staffing resources.



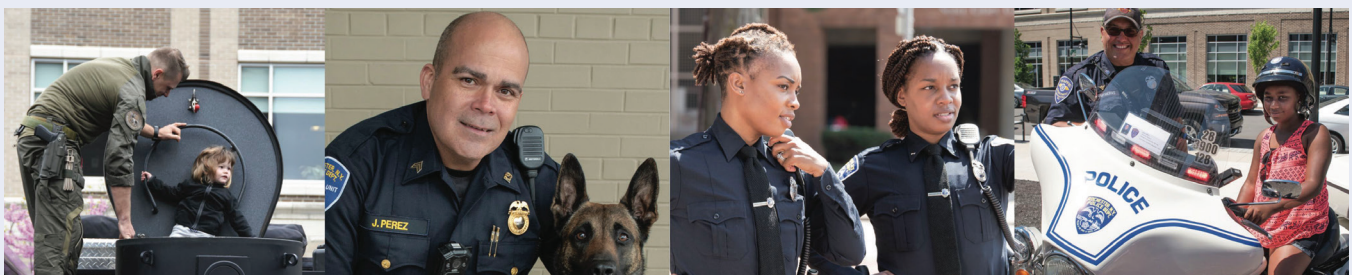


GOALS, OBJECTIVES AND STRATEGIES

3.1 - Identify the top pressing matters facing the RPD. (Con't.)

- **Officer Wellness:** This is an important area, and has become especially important for the RPD during this critical time. A well-functioning department is one of the best things I have at my disposal to best serve the Rochester Community.
- **Governor Cuomo's Executive Order:** *Executive Order 203 Police Reform and Reinvention Collaborative* outlines a number of areas to address and calls for a wealth of Departmental resources.
- **Management Staffing Review:** The Department's staffing levels need an up-to-date review. The International Association of Chiefs of Police and the Police Executive Research Forum do not support a per capita formula for determining adequate staffing, however a workload assessment is being conducted.
- **Gun Violence:** These cases have shown an increase, with the result being a major impact on quality of life and our citizens feeling safe. In December 2020, I assigned staff to review the cases of repeat gun offenders.
- **The Police Accountability Board (PAB):** The legal decision that determines the Board's right to discipline is still pending. The board has critical work to do which should be supported. The Department and the City are working with the PAB officials to determine a process for obtaining documentation that permits an agreed upon system and process that allows the PAB access to certain documentation without becoming a point of contention or becoming an onerous task for the Chief of Police or the Department's command staff to meet their request. Asking for reams of documentation is not realistic. Making such a request with a very short turnaround time places a massive burden upon RPD staff resources. As Chief of Police, I have legal, ethical and contractual obligations that do not permit me to just turn over documentation to someone that has not been cleared by that entity.

The PAB and RPD command staff should plan and schedule a retreat to take place in a non-judgmental zone, that permits an opportunity to share processes and get to know each other in a professional way that is not antagonistic or judgmental. It is critical that we delineate an effective process for getting the work done. As Chief of police, I believe it's important that we carve out a productive working relationship with the PAB office.



GOALS, OBJECTIVES AND STRATEGIES

4.1 - Identify and meet with critical stakeholders in order to establish collaborative relationships. (Many meetings occurred within 40 days, but this is continuous)

- Council President Loretta Scott
- Council Vice President Willie Lightfoot
- Councilmember Miguel Melendez
- Clergy Leadership Roundtable
- WDKX Radio staff
- PODER Radio Staff
- MCAC Staff – GIVE overview
- Governor's Executive Order Committee members
- Reverend Stewart and the Criminal Justice Accountability Board
- Councilmember Mary Lupien
- Central Church of Christ Leadership
- RISE Up Rochester
- Rochester Police Locust Club
- Rochester Police Foundation
- Teen Empowerment
- NYS Bar Association
- Family and Crisis Intervention Team (FACIT) Leadership
- Councilmember Mitch Gruber
- Reverend Donald Stevens
- Clergy Response Team
- Chris Wagner, City of Rochester Budget Director
- Police and Citizens Interaction Committee
- Save Rochester
- Mark Henderson – Jewish Federation
- RPD Youth Advisory Council
- Monroe Community College Law and Criminal Justice Advisory Board
- City of Rochester Law Department
- Parents Victims of Cold Cases
- Mr. Clay Harris
- Harris Corporation
- Rochester General Hospital CEO and Leadership
- Strong Memorial Hospital Medical Staff
- Tenant's Union
- Latino Leadership Roundtable
- Forensic Intervention Team (FIT)
- Persons in Crisis (PIC) Team
- REOC Training Center
- City of Rochester Equity Director
- The Flower City Champlain's Group
- Protest demonstrators
- Michael Cerretto, Emergency Communications Department
- Public Safety Training Center
- Councilmember LaShay Harris
- Willow Domestic Violence Center staff
- National Alliance on Mental Illness
- Bivona Center
- Rochester Acts
- Hillside Children's Services
- Action for a Better Community
- Urban League
- The Children's Agenda
- Rochester City School District
- Councilmember Peo
- Villa of Hope



GOALS, OBJECTIVES AND STRATEGIES

5.1 - Review departmental policies and procedures and ensure any needed updates are initiated. (While the initial review took place within 90 days, this is a continuous process)

- Consultants have been engaged to conduct a review of the RPD's Policies
 - RPD leadership is currently working with consultants to review the Department's policies. Six policies that are deemed critical to move the department forward have been implemented and also shared with the public in the interest of transparency.
- The Chief of Police has worked with the City of Rochester's Chief Equity Officer to review RPD's Transgender Policy
- The Department worked with the City's Equity team to ensure the Department is in compliance with City directives.

6.1 - Measure RPD's alignment with the 6 Pillars of 21st Century Policing, which are law enforcement best practices. (Completed within 90 days, with an on-going process)

The 6 Pillars are:

- Building Trust and Legitimacy
- Policy and Oversight
- Technology and Social Media
- Community Policing and Crime Reduction
- Officer Training and Education
- Officer Safety and Wellness

As the department has moved through the assessment process, all of our efforts involve measuring our work against the Pillars to ensure there is alignment. For example, our new Demonstration Policy was reviewed to ensure that we examined it through the lens of Trust and Legitimacy.



GOALS, OBJECTIVES AND STRATEGIES

7.1 - Gather as much information as possible about the community. Identify what they need from the RPD. (This goal was extended from 40 days to 90, to ensure as much information as possible was gathered)

It was an important exercise to listen to what the community had to say when I first arrived. This will be a continuous process. Based upon what feedback my staff and I have heard, these projects have been implemented:

- **Virtual Court Watch program:** With current technology, volunteers will watch court sessions and access court dockets electronically and report on outcomes. The increased level of gun violators in the community has citizens concerned. Family members of victims of violence are particularly passionate about assisting in this endeavor.
- **Cold Case Webpage:** Parents and family members of those who have been killed and their cases unsolved remain in pain as a result of these cases remaining open. We have met with family members and included the Homicide Unit to get their feedback on this project. We are currently seeking underwriting in order to move this project forward.
- **Chief's Brief:** With the goal of transparency and getting accurate information to the community, a bi-monthly message about what notable activities are taking place with the RPD.
- **Protest Planning:** The Department spoke to members of the community that participated in last year's protests. A plan designed to highlight communication between the community and the police department was implemented.
- **Critical Incident Briefings:** When a major incident occurs, our goal is to get the information out as soon as we are able to the community





GOALS, OBJECTIVES AND STRATEGIES

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- **Violence Reduction Initiatives:** Our strategies to address violence are crafted to address those that are committing the violence with minimal disruption to the citizens that are going about their lives.
- **Eviction Response Protocol:** This protocol was established as a way to address recent New York State legal requirements, but offer strict guidelines about the role of law enforcement staff. The staff involved offers a list of services for people impacted in this area.
- **Recreational Vehicle Enforcement:** The presence of Recreational Vehicles on City of Rochester roadways has had a major impact upon community neighborhoods. The plan to address this utilizes several different resources while also working closely with other law enforcement agencies.
- **Officer Wellness Unit:** The officers of the RPD are a part of this community. The entire community has been through a difficult time, and I would include them in this assessment. The impact of stress is well documented. A well and fully-functioning police department is one of the best ways I know to serve this community. We will move forward with providing the support to staff that they need.
- **Chief's Advisory Board:** I've recruited a group of individuals that provide their knowledge and expertise to the Chief of Police as needed to address areas that impart the message regarding the need for trust and transparency by members of the Department. They are:
 - Judge Patricia D. Marks (Retired)
 - Morris Moore, President, The Penuel Foundation
 - Mitchell R. Davis, Chief of Police, Village of Hazel Crest, IL
 - Vera Bumpers, Chief of Police, Houston Metro Police Department
 - Bernard Grizard, Director of Parish and Clergy Services, Catholic Diocese of Rochester
 - Randy Henderson, Henderson Ford
 - Chris Wagner, Executive Director, St. Joseph's Neighborhood Center
 - Rosemary Rivera, Co-Executive Director, Citizen Action
 - Joseph McMillan, Ph.D. Asst. U.S. Inspector General (Retired)
 - James Norman, Nonprofit Executive
 - Susan Hetherington, Ph.D., Pediatrics & Education, Strong Center for Developmental Disabilities
 - Rev. James C. Simmons, Baber AME Church
 - Dr. Beth Gerhardt, Professor of Theology and Social Ethics, Roberts Wesleyan College
 - Patrick D. Phelan, Executive Director, New York State Association of Chiefs of Police

GOALS, OBJECTIVES AND STRATEGIES

8.1 - Establish effective professional relationships with other law enforcement officials in the County, as well as public and private districts. (This goal was completed within 90 days; however, it will remain on-going)

Departmental projects often required that we collaborate with other agencies. These introductions often paved the way for the Department to get important work done.

- NYS Police, Troup E
- Federal Bureau of Investigation (FBI)
- NYS Office of the Attorney General
- US Attorney's Office
- Drug Enforcement Administration (DEA)
- Law Enforcement Council
- Security Organizations
- Federal Office of Alcohol, Tobacco Firearms and Explosives (ATF)
- United States Marshal's Office
- Monroe County Sheriff
- Monroe County Public Safety Director
- University of Rochester Public Safety
- Town of East Rochester Police Department
- Town of Brockport Police Department
- Town of Greece Police Department
- Town of Webster Police Department
- Town of Fairport Police Department
- Town of Gates Police Department
- Town of Ogden Police Department
- Town of Irondequoit Police Department



