

To: Madison County Board of Supervisors  
12/3/20

Thank you for the opportunity to present this statement to the Madison County Board of Supervisors. I am speaking on behalf of the Hamilton Area Anti-Racism Coalition (HAARC). We are here today to express our deep concern and dissatisfaction about the way the Police Reform Plan Committee has been convened and about the work produced by the committee. Simply put, the committee has not followed the spirit or the mandate of [Executive Order No. 203](#) thus far. The committee has also ignored much of the [New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens](#). This statement outlines how specific aspects of Executive Order 203 have not been followed and makes suggestions as to how they can be.

Executive Order 203 clearly and explicitly acknowledges that racial inequities exist within law enforcement and that community members in general, and specifically community members of color, have increasing mistrust in law enforcement. The *New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens* cites numerous studies highlighting policing practices that have racially disparate impacts, evidence-based police reforms that decrease racial inequities in policing, and practices that improve community trust. Given that this is the first time we are coming together to evaluate police reform in the context of racial inequity, **we strongly recommend that the committee use the whole guide as the foundation for this work and speak directly to racial inequalities in policing in each aspect of this reform process. The committee must also follow all parts of Executive Order 203, which mandates:**

1. “a comprehensive review of current police force deployments, strategies, policies, procedures, and practices,
2. and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency
3. **and promote community engagement to foster trust, fairness, and legitimacy,**
4. **and to address any racial bias and disproportionate policing of communities of color.”**

There are other salient issues related to the committee itself and to the work completed thus far that demonstrate Executive Order 203 has not been followed correctly to date. These issues are as follows:

**1) We request explicit details about how and why the members of the committee were chosen.** Please keep in mind, “The Governor’s Executive Order specifically requires an inclusive, open and transparent process.” (*New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens*, p.110).

- Why was each committee member chosen, specifically?
- What specific parts of the county does each member represent?

- How do these members represent the entire county? Please be specific with geographic location and demographics.
- What relationship do the existing committee members have with the sheriff's office currently? How often do they interact with the sheriff outside of the committee's work?
- How do they identify (e.g. race, gender, sexual orientation, ability, etc)?
- Did each of the members of the committee read the *New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens*? If yes, how were decisions made to include or exclude components of the guide?
- What expertise and experience do they have in: 1) identifying and redressing racism, 2) community outreach and community data collection, 3) data analysis as it relates to systems reform, and 4) policy and procedure analysis?
- How are members of the committee specifically trained, have expertise and/or experience in addressing racial inequalities as they pertain to policing, policing strategies, policies, procedures, and practices?
- How are members of the committee specifically trained, have expertise and/or experience in addressing racial inequalities as they pertain to developing practices to better address the needs of communities of color, promote safety, improve community engagement and foster trust within communities of color?
- What expertise do they have in evidence-based police reform?
- What are the racial and other demographics of the groups they represent? How did committee members engage their constituents in this process? What kind of engagement do their constituents have with the local law enforcement?

**2) We strongly urge Chairman John Becker to add additional key stakeholders to the committee.** Based on public information about the committee members and the recommendations made in the guide, the committee lacks the range and diversity of the key stakeholders listed in Executive Order 203. None of the current committee members represent those most impacted by racial inequities in policing nor are they experts in racial equity work, police reform and/or broad community outreach and engagement. If the appropriate stakeholders are not immediately available within the county, then outside experts should be identified and recruited to sit on this committee. As specified in Executive Order 203 and in the guide, additional key stakeholders should include:

- Residents who have had interactions with the police;
- Leaders from Black, Indigenous and People of Color (BIPOC) communities;
- Residents who have been incarcerated;
- Local educators;
- Local neighborhood, homeless, and housing advocates;
- LGBTQIA+ leaders and advocates;
- Business leaders;
- Academic experts;
- Residents who live in areas that have high police citizen interaction.

**3) We strongly urge the committee to suspend committee work and conduct more outreach to get widespread and targeted community participation. Targeted participation should include those who 1) are most impacted by police 2) are people of color and 3) are from other marginalized groups.** The Committee received very little community participation. The 2019 Madison County population was 70,941 and based on your community outreach you received 44 online responses, which is 0.06% of the population. If we include the results of the survey conducted by HAARC, comprising 72 respondents, still only 0.16% of the population of Madison County participated. This does not reflect the spirit nor mandate of Executive Order 203. Involving “the entire community in the discussion” requires using a variety of outreach techniques and continuing efforts until an adequate number of participants is reached.

As outlined in the guide, the following are ways to ensure effective and active participation with key stakeholders:

- Convene key stakeholders: Identify local leaders who can work closely with you to facilitate conversations with key constituencies in the community.
  - Listening Sessions: Conduct listening sessions with the public. You may want to organize these sessions thematically or focus on meeting with individual stakeholders separately.
  - Engage Experts
  - Coordinate with neighboring jurisdictions in finding research useful for the region.
  - Request Comments and Information: All localities will release their draft plans for public comment before completing this process. However, you may want to collect public feedback early in your plan development, especially from people unable to or uncomfortable with joining public meetings. Consider posting questions or prompts asking for written comments or suggestions (*New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens*, p.113).
- As stated above, the community response rate thus far has been too low to represent an adequate portion of the county population. There has been one public Zoom meeting, with another slated for December 16, but this is not an inclusive format for all citizens of the county--e.g. lower income households without the technology necessary to be aware of the online resources/means to attend a Zoom meeting, citizens from marginalized groups who are not comfortable making statements in such a forum, etc.***

**We strongly recommend reaching out to these groups/organizations for input assistance and help with community engagement:**

- Non profit community organizations working with low income residents (like CAP, food cupboards, WIC, etc.)
- Oneida Nation
- BRiDGES, Madison County Council on Alcoholism and Substance Abuse, Inc.
- Worker’s Center of CNY- <https://www.workerscny.org/en/home/>
- NAACP of Syracuse
- NAACP of Rome
- Patrick Johnson- <https://www.patrickjohnsonconsulting.com/>

- ACLU, Central NY
- Faculty & Staff at area colleges and universities who specialize in police reform, addressing racial inequalities as they pertain to policing, policing strategies, policies, procedures, and practices.
- Faculty & Staff at area colleges and universities who have expertise and/or experience in addressing racial inequalities as they pertain to developing practices to better address the needs of communities of color, promote safety, improve community engagement and foster trust within communities of color.
- College and University student groups of color and groups representing marginalized communities.
- Community groups working with farm workers such as the Hamilton Interfaith Council
- Community groups focusing on anti-racism such as the Hamilton Area Anti-Racism Coalition, Anti-Racism Coalition- Caz, National Abolition Hall of Fame, Canastota Forum on Race

**4) We request the following information so that we, the public, can know our starting point as we work towards eliminating racial inequities in policing.** Executive Order 203 requires transparency, as stated in the *New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens*, which also provides questions that can help in this process. The following are questions taken from the guide and/or based on information about evidence-based police reform listed in the guide:

- How can current policies & procedures be accessed by the public?
- What data is collected in regard to shootings by officers, firearm discharges, civilian injuries, use of force incidents, summonses, ticketing, officer stops and arrests? Is this data broken down by demographics such as race, gender, age, sexual orientation, and English language proficiency?
- How is the budget allocated and administered? How can an itemized budget be accessed by the public?
- What contracts does the office have and with whom? How can they be accessed by the public?
- What equipment is used, including military equipment, and how can this information be accessed by the public?
- What are the primary activities of police officers in Madison County?
- What are the main concerns officers have regarding their safety and that of various community members?
- How often are officers injured on the job? What benefits do they have if this happens?
- What kind of education, licensing and certification are officers required to have?
- Is gun violence an issue in Madison County?
- In what situations do police self-initiate interventions in the community?
- How often are complaints made about the police? How are they tracked? What complaints have been made over the last 5 years and how were they resolved?
- Do particular units or assignments draw an outsized share of complaints?
- Do complaints come from a particular portion or portions of the community?
- What conduct is commonly cited in complaints?

- What crime statistics are tracked? Are they broken down by race?
- Are stops without citations recorded and collected by race?
- What de-escalation training do officers receive? How many hours is this training and how often is it repeated?
- What mental health training do officers receive? How many hours is this training and how often is it repeated?
- What firearms training do officers receive? How many hours is this training and how often is it repeated?
- How often are non-criminal calls made, such as parent/s experiencing difficulty with a child?
- Are calls related to intimate partner violence tracked? What are these stats? Is there a specially trained officer who handles these calls?
- Are hate crimes tracked? What are these stats? Is there a specially trained officer who handles these calls?
- How are officers trained to investigate hate crimes and interview members of minority communities and groups?
- Why are people calling 911? How are these calls tracked?
- Who currently staffs your 911 call centers?
- Are all calls routed to law enforcement, fire, or EMS?
- Would call-takers need new training if we shifted response functions toward social services?
- What are current policies as they relate to protest and crowd control?
- How do local law enforcement agencies work together in these situations? Who has jurisdiction?
- What kind of de-escalation training do officers have? How and when are de-escalation techniques used?
- Are you aware of the Madison model de-escalation program? (guide pp. 40-42). How can this be instituted?
- Does the Sheriff's office engage in any kind of community policing (see pp. 22-24 in guide for definition)
- How does the Sheriff's Office facilitate community trust and buy-in?
- How is community perception of police sought out and what changes has it led to in the past?
- What are the policies regarding: 1) positioning someone on their stomach while being restrained, 2) application of pressure on their back while face down and 3) use of force on an individual who is handcuffed 4) retaliatory use of force?
- What is the policy regarding pretextual stops? How are these stops tracked? Are demographics included in this data collection?
- You stated that officers have 8 hours of Cultural Diversity training in the academy. How does that training ensure cultural competency for groups such as Black communities; Native American Communities; Orthodox Jewish, Muslim, Arab, and South Asian communities; individuals with limited English proficiency; LGBTQIA+ individuals; victims of sexual violence and domestic violence, individuals with disabilities; and individuals experiencing homelessness?

- There was no mention of any follow-up or refresher or review for Cultural Diversity training, as that is an important aspect of Executive Order 203, how do you plan to implement that going forward?
- What policies are in place to ensure officers are not racially biased? When racial bias is recognized in an officer's behavior, how is it handled?
- What kind of mental health training do officers have, in their 14 hours of training in the academy? (e.g. how to work with someone experiencing a mental health crisis?)
- "The Madison County Sheriff's Office also has deputies and supervisors who specialize in areas of mental health, the elderly, dementia and special needs" are these officers on call all the time? What is the procedure for involving these specially trained officers in a mental health call? What is the procedure if they are unavailable, especially during the pandemic since CIT (Crisis Intervention Team) training has been put on hold and there is a possibility of a specially trained officer being sick? Also, you stated that CIT training is voluntary, have you considered making it a part of your regular, paid, training?
- How many hours of training are budgeted per officer per year? In total? By discipline?
- How is the efficacy of anti-bias and cultural competency training measured?
- Is data regarding driving violations tracked by race and the officer involved?
- How often is someone arrested because they are unable to pay a fine for a traffic violation? Is this data tracked by race?
- What is the policy on informal quotas?
- If informal quotas are not expected, how is the culture of quotas addressed?
- What metrics are used to evaluate an officer's performance?
- Does the Sheriff's office have a SWAT team? Under what circumstances are they employed? Are these interventions tracked?
- Are no-knock warrants used?
- What are the policies regarding tasers and pepper spray or other less-than-lethal weaponry?
- What strategies have been employed to reduce racial disparities and trust?
- To reduce racial disparities, have efforts been made to use summonses rather than warrantless arrests for minor incidents, diversion programs that focus on the root issue (such as mental health or addiction), restorative justice programs, and community based outreach and violence interruption programs? If no, why not?
- Is "hot spot" policing practiced?
- How have policies changed to reflect the Say Their Name Agenda? Repealing 50-a (S.8496/A.10611), Banning Chokeholds (S.6670-B/ A.6144), Prohibiting Race-Based 911 Calls (S.8492/A.1531)? Can you make these policies public?
- What kind of police-community outreach plans exist (e.g. appointing community liaison officers, fostering police-community partnerships, holding regular community meetings and tracking rewarding and positive interactions)?
- What work is being done to repair damaged relationships with communities of color? Has any work been done with the Oneida Nation specifically?
- How much money has been paid out to settle claims against officers each year, for the last 10 years?

- Does the office use CompStat or another tracking tool? How is the tracking system evaluated to ensure it has not led to racial disparities in policing?
- How has the office worked to develop relationships with communities of color and other marginalized communities? How is the relationship with the Oneida Nation?
- What are the policies related to use of force, how is it tracked and reviewed internally? How is it made available to the public?
- Do use of force, misconduct and sexual misconduct of officers negatively impact performance reviews? How? At what point would they be fired for these actions?
- Are there external review processes in place to examine, evaluate and make recommendations regarding officer misconduct?
- Are there early intervention systems in place to address problematic behavior of officers? How is problematic behavior defined?
- Are there sentinel event reviews? What criteria is used?
- Are there standards of conduct for officers when off-duty? If those are violated, what if any, sanctions are placed on the officer?
- Are there policies in place requiring officers to report the misconduct of their colleagues? How are they protected if they do make a report? How often does this occur?
- What is the process, including disciplinary measures, if misconduct is reported and found to be true?
- How many officer misconduct cases have been investigated by the Attorney General in general and also as they relate to the death of unarmed civilians while being questioned, detained or while in police custody?
- How have office policies and processes been updated to reflect Executive Order 147 (requiring the Attorney General to investigate killings of unarmed citizens and prosecute when appropriate)?
- What kind of oversight does the County Board of Supervisors have over the Sheriff's Office?
- Is the Sheriff's Office accredited by any bodies other than the New York State Division of Criminal Justice Service? Which ones?
- Are there any regular community perception surveys done to understand community perception of the Sheriff's Office? If yes, when and what were the results? If no, then what is your plan for understanding community perception going forward?
- What policies and procedures does the Sheriff's Office have to promote transparency?
- Does your department have a process for developing or revising its policies and procedures? Does this process include the solicitation of community and/or stakeholder input? How can your department make its policies and procedures accessible (format, language, ADA-compliant) and understandable to the public? Are your policies and procedures evidence-based? Do they reflect current peer-reviewed research? Do your policies consider disparate racial impact and potential biases?
- What process does your department have in place for the adoption of new technologies? Does the process include the solicitation of stakeholder and researcher input? Is there a process for community input? Does the process include the creation and publication of clear policies that articulate how the technology works, how it can be audited, and how, where, when, and why it is used? Does your department perform a cost-benefit analysis?

when adopting new technologies? Does your department consider the risks of using a novel technology (unstudied effectiveness, potential biases and intrusion on civil liberties), as well as the ability of the technology to solve an existing problem? What is your department's process for procuring or using a new technology? Does your department study the effectiveness of the technology and analyze potential biases?

- Does your department have policies or procedures for training officers on how to properly use new technologies? New technologies can be difficult to understand and there are documented instances of technologies being used improperly or in contexts for which they have not been validated. This is a particular risk for technologies that allow users wide discretion in deployment and allow users to select acceptable tool accuracy. Does your department have policies in place to ensure that vendor contracts do not interfere with transparency? Many new technologies are considered proprietary and have audit and/or disclosure restrictions. Some experts recommend that departments implement policies to refrain from signing vendor contracts that restrict auditing of technologies or that prevent the public disclosure of basic information regarding how each technology system works, including any agreements that restrict defense attorneys from understanding how a technology system was used in a criminal investigation or prevent compliance with oversight legislation or public-records requests. These restrictions significantly reduce transparency, making law enforcement less accountable, and interfering with procedural justice. Does your department have a process through which residents can register feedback on a certain technology or request information on any personal data it has collected about them without their knowledge? Does your department have a policy for maintaining sensitive data or information? Many new technologies involve handling sensitive data. Experts recommend that privacy and security safeguards are included in departmental policies to ensure proper handling of data. Is your department required to disclose the technologies it uses to the public? If so, does this disclosure requirement extend to technologies that were given to the police department (i.e., not procured)? Several cities, including San Francisco and Seattle, require departments to disclose which technologies it is using. New York City recently passed similar legislation called the Public Oversight of Surveillance Technology (POST) Act.
- Do officers have body-worn cameras?
- What are the demographics of your agency? What steps, if any, has your agency taken to increase diversity in the workforce? How does the agency reflect the demographics of Madison County?
- What actions are taken to hire and retain diverse officers and staff?
- What kind of training, certification and continuing education is required of officers?
- How is procedural justice woven into officer training?
- Do you support public recording of officer interactions? Why, why not?
- What kind of training, continuing education, leadership development and workforce support is offered to officers? Are mental health supports made available to officers and staff?
- Reports issued by the Leadership Conference on Civil and Human Rights and the U.S. Commission on Civil Rights have noted that police departments often devote



substantially more time to firearms and defensive tactics training than they do to training around de-escalation and nonlethal use of force. How often do officers undergo use of force and de-escalation training? Experts recommend that such training utilizes scenario-based training practices in interactive training environments. Does that occur?

- Do you require specialized training programs focused on the use of force against vulnerable groups, including children, individuals with disabilities, people experiencing mental health emergencies, people under the influence of substances, and people who are pregnant? Are there use of force training simulations that include scenarios in which police officers are expected not to resort to using force? Is there a training schedule in which use of force training is conducted immediately following de-escalation training so that de-escalation training concepts can be most effectively incorporated into use of force training?
- Is there training for officers on the effects of violence on communities and individual victims and also on police officers themselves?
- How is physical and psychological wellness promoted and supported for officers?
- What programs are available for officers who experience a traumatic event?

**5) We strongly recommend that the committee ask the community the questions that were provided in the guide so that the spirit and mandate of Executive Order 203 is followed.** The way in which community input was requested online via the Sheriff's Office website was misleading. The statement prefacing the online form requesting community input does not reflect the full mandate of Executive Order 203. The statement reads: "The plan must include the appropriate role of the police, but allow the police to do their jobs to protect the public. Public input on the current relationship of the [Madison County Sheriff's Office] with the community is welcome." What was excluded was the purpose of the New York State Police Reform and Reinvention Collaborative which "is to foster trust, fairness and legitimacy" within communities throughout our State and "to address any racial bias and disproportionate policing of communities of color." Exec Order 203 focuses specifically on reforms "eliminating racial inequities in policing". The guide recommends "polling and surveying the public for their views on specific issues" and it offers specific questions related to police reform. These questions are:

- 1) What is your perception of local law enforcement?
- 2) Have you experienced racial or other forms of bias or discrimination by law enforcement?
- 3) Are you concerned for your safety when interacting with law enforcement?
- 4) Have you experienced racial profiling?
- 5) Do you agree with the tenets of procedural justice: 1) treating individuals with dignity and respect; 2) giving individuals a voice during law enforcement interactions; 3) being neutral and transparent in decision making; and 4) conveying trustworthy motives
- 6) Should police respond to non-criminal conduct?
- 7) Should social service providers respond to non-violent situations such as mental health crises?
- 8) Do you want police or social service providers to respond to mental health calls?
- 9) Do you want police or medical providers to respond to substance abuse/overdose calls?

- 10) Do you want police or social service providers to respond to calls regarding the homeless?
- 11) In non-violent circumstances, would a law enforcement response or response from another agency better promote public safety?
- 12) Would it be useful for social service providers to work alongside the police in these circumstances, or separately?
- 13) Are there other social services that should be more fully integrated into 911 call centers and the triage process?
- 14) Should 911 call centers be operated by law enforcement, other social service agencies, or a combination of agencies?
- 15) Should components of police responsibilities that don't involve potential arrests be assigned to civilian employees?
- 16) How should the police force conduct crowd control activities?
- 17) Do you want to limit the use of military equipment and other tactics such as use of water cannons, rubber pellets, acoustic weapons and tear gas for crowd control purposes?
- 18) Do you want to limit the acquisition of military equipment altogether?
- 19) Do you want to have police officers trained in de-escalation techniques specifically designed to engage with protesters and large crowds?
- 20) Do you support the use of no-knock warrants?
- 21) Do you support informal ticketing quotas?
- 22) Do you support 1) positioning someone on their stomach while being restrained, 2) application of pressure on their back while face down and 3) use of force on an individual who is handcuffed 4) retaliatory use of force?
- 23) Do you support pretextual stops where a person is stopped for a minor offense because they may have information about and be involved in a more serious crime?
- 24) Do you support routine traffic stops for minor offenses?
- 25) Do you agree that someone should be arrested if they are unable to pay a fine for a traffic violation?
- 26) Tasers and pepper spray have led to serious injury and even death, do you agree with their use? Should special training be required?
- 27) Do you agree with law enforcement using facial recognition technology, even though it is often not accurate?
- 28) To reduce racial disparities do you agree with the following police reform changes: using summonses rather than warrantless arrests for minor incidents, diversion programs that focus on the root issue (such as mental health or addiction), restorative justice programs, and community based outreach and violence interruption programs?
- 29) Do you support police community outreach plans that include: appointing community liaison officers, fostering police-community partnerships, holding regular community meetings and tracking rewarding and positive interactions?
- 30) Do you support community advisory councils focused on improving police-community relationships?
- 31) Do you support a community review board that would be responsible for reviewing and making recommendations regarding complaints against police?

- 32) Should complaints be made public on a regular basis along with information regarding actions taken?
- 33) Do you support programs where police work to build a rapport with students at local schools?
- 34) Do you support police building relationships with community organizations, faith communities and youth?
- 35) Do you support police-community reconciliation processes, actions, events to improve strained relationships between police and communities of color?
- 36) Do you think police should have specific training around racial and implicit bias?
- 37) Do you think police should have training to work with people with limited English proficiency, community members with communication disabilities, and the LGBTQIA+ and immigrant communities?
- 38) Should the public be made aware of how much money is paid out to settle claims against officers?
- 39) Do you think it's important to collect data in regard to shootings by officers, firearm discharges, civilian injuries, use of force incidents, summonses, ticketing, officer stops and arrests? And have this data broken down by demographics such as race, gender, age, sexual orientation and language? Should this data be made public?
- 40) Should use of force, misconduct and/or sexual misconduct of officers negatively impact performance reviews?
- 41) Should officers be fired if they are found to break the law either while on the job or in their personal lives (e.g. if they perpetrated intimate partner violence, or sexually abuse an arrestee)?
- 42) Should there be policies requiring officers to report the misconduct of their colleagues? And should they be protected for doing so?
- 43) Should officers be expected to follow a certain code of conduct when off duty? Should they face sanctions if these are not followed?
- 44) Should officers be required to give a card at each interaction that contains the officer's information, how to obtain body camera footage and how to make a complaint?
- 45) Should officers be required to inform individuals of their rights, even if it is not required by law (e.g. right to refuse consent for an unwarranted search and assurance person would be let go if such a search was not performed).
- 46) Should officers use body-worn cameras (BWCs)? When should officers be required to turn on their BWCs? When interacting with members of the public? When conducting a law enforcement investigation? When should officers be required to notify members of the public that BWCs are on? In private settings? In public settings? What should the penalties be for non-compliance? How long should the department maintain footage? Under what conditions should footage be accessible to officers, the public, or investigators?
- 47) Should any member of the public be allowed to record interactions with law enforcement of themselves or another?

**6) We strongly recommend that the committee make participation accessible to non-English speakers, differently abled communities and those without access to**

**technology.** Only providing access through an online form excludes participation from community members without regular access to the internet, smart phones, computers, and adequate data. It is also inaccessible to speakers of languages other than English and people who are visually impaired and physically disabled. Input should be diverse and accessible through various virtual community meetings, mail in options, online forms, and a phone messaging option.

In summary, “The purpose of the New York State Police Reform and Reinvention Collaborative is ‘to foster trust, fairness and legitimacy’ within communities throughout our State and ‘to address any racial bias and disproportionate policing of communities of color.’” (*New York State Police Reform and Reinvention Collaborative Resources & Guide for Public Officials and Citizens*, p.5) Executive Order 203 focuses specifically on “eliminating racial inequities in policing”. Your personal opinions of whether or not this is true are irrelevant, though it becomes relevant to the extent that you follow the mandates in this law. Addressing racism within policing is a mandate. Your funding is dependent upon whether you follow Executive Order 203. We have pointed out how your efforts thus far have fallen short of meeting the law and we have made suggestions in some salient areas where you can make corrections. We have an opportunity here to eliminate racial disparities in policing and increase faith in law enforcement; it is our hope this opportunity moves us in the direction of exemplary police reform.

With respect,

Cris Amann, Julie Carlson, Marian Abowitz, Elizabeth Crofut, Lesley Chapman, Xena Becker John Bailey / HAARC Steering Committee. The Hamilton Area Anti-Racism Coalition (HAARC) is an organization that aims to disrupt white supremacy and build an equitable and just community through dialogue, action, and education. HAARC holds its meetings in Hamilton, NY which is situated on the traditional territories of the Oneida peoples of the Haudenosaunee Confederacy. You can contact us through our email: [hamiltonaarc@gmail.com](mailto:hamiltonaarc@gmail.com)

CC:

Governor Andrew Cuomo  
Division of Criminal Justice Services  
Division of the Budget  
Madison County Board of Supervisors  
Madison County Sheriff's Office