



City of Poughkeepsie
POLICE REFORM
& MODERNIZATION
COLLABORATIVE

**The City of Poughkeepsie's Response to
Governor Andrew Cuomo's Executive Order 203**

February 2021

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City of Poughkeepsie Police Reform and Reinvention Collaboration

We are submitting for approval the City of Poughkeepsie's response to Gov. Andrew Cuomo's Executive Order 203 regarding police procedures.

We are extremely proud of our Police Department and have performed a comprehensive review of current police force deployment, strategies, policies, procedures and practices and submit this plan outlining initiatives to improve our operations. During this process, we have conferred with community members, stakeholders, nonprofits, faith-based groups, the district attorney, the public defender, elected officials and worked with the Dutchess County Police Reform and Modernization Collaborative. This group included stakeholders from the City and across the county, giving us a broader-based perspective of community input.

We also want to acknowledge the excellent work of the city's Procedural Justice Committee, formed in 2019 and reconfigured in 2020 specifically to help the city address the governor's Executive Order 203.

The Procedural Justice Committee met with the Mayor, Police Chief and other city officials to discuss what was needed from the committee to assist with the police reform plan. The committee — which consists of a diverse group of community stakeholders and police officers — was asked to gather recommendations, suggestions and ideas from the community and discuss among the committee members what should be included in the police reform plan that would be drafted by the Police Department. The committee hosted a Community Forum on Police Reform on Oct. 27 and a youth focus group on Dec. 1 (Originally scheduled for Nov. 17 but cancelled due to COVID issues). The Procedural Justice Committee forwarded [recommendations](#) that are addressed in this report.

The city also created a [website](#) where the public can participate in the process, receive information and provide feedback via an online form. That website includes a video link to the public meeting, news updates, a

summary of Procedural Justice Committee meetings and a copy of the governor's executive order, among other items.

Throughout this process, we have sought to promote community engagement, foster and build trust, fairness and legitimacy and to address any racial bias and disproportionate policing in the City of Poughkeepsie.

We submit that the below information is a formalized collaborative plan that meets and/or exceeds all tenets contained in the Executive Order including suggestions, recommendations, modifications, modernizations, and innovations that will be implemented and/or deployed within the City of Poughkeepsie Police Department's strategies, policies, procedures and practices in collaboration with the City of Poughkeepsie community. We further submit that the City of Poughkeepsie Police Department will adapt and respond in a fluid manner to the ever-changing dynamics in Law Enforcement in full understanding and recognition of the needs of the City of Poughkeepsie community.

We are providing this information to make it clear that the content of the police policy and procedures address the executive order and demonstrate the city is in compliance with the order.

This collaborative plan will be submitted to the local legislative body for ratification or adoption through local law or resolution prior to April 1, 2021.

Mission Statement

The Police Department's mission statement has been updated to hone in on community needs and reflect a partnership approach with the community that our department takes to ensure public safety and improve quality of life for our citizens.

The statement reads: "The mission of the City of Poughkeepsie Police Department, in partnership with the community, is to protect life and property, to understand and serve the needs of the city's neighborhoods, and to improve the quality of life by building capacities to maintain order,

resolve problems and apprehend criminals in a fair and impartial manner consistent with law and reflective of shared community values.”

Procedural Justice

In 2019, the Police Department completed Procedural Justice training, which focuses on how police interact with the public. It relies on the understanding that treating people with dignity and respect and giving citizens a voice during encounters promotes community trust. All sworn members of the City of Poughkeepsie Police Department received eight hours of Procedural Justice Training, which occurred through an agreement with the City of Poughkeepsie and Police Department as part of the department’s Retention Program.

The Police Department intends to advance, promote and offer annual updates/training in procedural justice, which consists of four principles:

- Voice (listen)
- Neutrality (be fair)
- Respectful treatment (be respectful)
- Trustworthiness (fair and transparent process)

Two Police Department members are New York State Division of Criminal Justice Services Master Instructors for Procedural Justice, and they travel throughout New York State training officers to be Procedural Justice Instructors.

City of Poughkeepsie Police will be a lead agency in training police officers from throughout Dutchess County in Procedural Justice in order to further countywide compliance with the Governor’s Executive Order 203.

In total, six Department members are Procedural Justice Instructors.

As part of its Procedural Justice initiative, the Police Department also instituted a [community survey](#) that assessed the community’s opinion of the department. This survey was conducted through the assistance of the Marist College Center for Social Justice Research, and funded in part

through the Department of Criminal Justice Services (DCJS). The survey has served as a model questionnaire that has been sought after by several police agencies within the Hudson Valley region.

The Police Department also conducted an internal survey of sworn members assessing their opinions of how the community feels about them and how they feel the City of Poughkeepsie Administration and how Police Department administration feel about them and vice/versa. The internal survey results provided leadership with information about how they are perceived by subordinates and may self-assess and implement personal changes.

Implicit Bias Training

In December 2019, Police Department members received eight hours of Implicit Bias Training, which addresses the automatic association people now make between groups of people and stereotypes about those groups. Implicit Bias focuses on the thoughts or feelings about people that we are unaware of that can influence our own and other's actions. Understanding how an Implicit Bias can affect our behavior and perception is the initial hurdle in reversing such bias. This training also was given as part of the department's retention program.

Beginning this year, Police Department instructors also will be one of the lead agencies in training police officers from throughout Dutchess County in Implicit Bias in order to further countywide compliance with the Governor's Executive Order 203.

The department's policy manual also includes robust language addressing bias policing.

Bias Based Policing, Policy 401.2

"The City of Poughkeepsie Police Department is committed to providing law enforcement services to the community with due regard for the racial, cultural or other differences of those served. It is the policy of this department to provide law enforcement services and to enforce the law

equally, fairly, objectively and without discrimination toward any individual or group.”

Policy 401.3: “Bias-based policing is strictly prohibited. However, nothing in this policy is intended to prohibit an officer from considering protected characteristics in combination with credible, timely and distinct information connecting a person or people of a specific characteristic to a specific unlawful incident, or to specific unlawful incidents, specific criminal patterns or specific schemes.”

Officer wellness and well-being

The department will evaluate programs in place to address the wellness and well-being of officers and consider implementing peer support, journaling and counseling programs. Employee Assistance Programs (EAP) are another tool that can provide law enforcement personnel with confidential support in many areas of their personal and professional lives. The City of Poughkeepsie makes use of its EAP program and has referred Officers when applicable.

Policy Manual

Beginning in 2019, the City of Poughkeepsie Police Department policy manual was completely updated. All sections of the policy were written using Federal, State and Local best practices as guidance and in keeping with the standards of the New York State Police Training Council and New York State Law Enforcement Accreditation Program.

The department has a host of policies that address standards of conduct, protection under the law against discrimination, oppression or favoritism and ensure transparency as department members go about their duties.

City of Poughkeepsie Police Department Policies may be readily accessed and found in an open and transparent manner by visiting the City of Poughkeepsie [website](#).

Standards of Conduct

Policy 320.5.3 — discrimination, oppression or favoritism

The policy reads, “Unless required by law or policy, discriminating against, oppressing, or providing favoritism to any person because of actual or perceived characteristics such as race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, economic status, cultural group, veteran status, marital status and any other classification or status protected by law, or intentionally denying or impeding another in the exercise or enjoyment of any right, privilege, power, or immunity, knowing the conduct is unlawful.”

Use of Force, Policy 300

The City of Poughkeepsie already has a policy in place on the reasonable Use of Force, including outlining methods, techniques and circumstances and providing a definition of pertinent terms. The department’s most recent updates to the use-of-force policy reflect recent changes in State/Federal Law regarding carotid control hold.

Alternative Tactics — De-escalation, Policy 300.3.4

The City of Poughkeepsie Police Department has in place a policy addressing alternative tactics to Use of Force, including de-escalation. That policy reads, “When circumstances reasonably permit, officers should use non-violent strategies and techniques to decrease the intensity of the situation, improve decision making, improve communication, reduce the need for force and increase voluntary compliance (e.g., summoning additional resources, formulating a plan, attempting verbal persuasion).”

Taser Use, Policy 304.2

The department’s policy states, “The TASER device is used to control a violent or potentially violent individual. The appropriate use of said device should result in fewer injuries to officers and suspects.”

All Taser deployments are memorialized in writing.

Use of Force Review Board, Policy 301.4

The goals and objectives of the Use of Force Review board are to evaluate the tools, equipment, tactics and training applied in the specific incident. Recommendations based on the totality of the incident shall be made to the Chief of Police for consideration.

The city's Use of Force Review Board is convened when the Use of Force by a member results in very serious injury or death to another person. Incidents involving very serious injury that will likely result in death and incidents that in fact result in death by actions of any/all sworn police officers and peace officers will cause immediate notification to the Dutchess County District Attorney's Office and the Special Investigations and Prosecutions Unit of the New York State Attorney General. These notifications are in strict compliance with Executive Order 147 signed and issued by Governor Cuomo on July 8, 2015.

This internal board investigates and reviews the facts of the circumstances surrounding the incident. The Use of Force Review Board shall be staffed as directed by the Chief of Police with applicable personnel. Appointees shall be familiar and trained specific to the incident (Ex: Firearms Instructor, Defensive Tactics Instructor, Emergency Vehicle Operations Instructor, etc.). At least one member of the Command Staff shall be placed on the board. No member assigned to the Board shall have had any involvement in the incident for which the Use of Force Review Board has been convened.

De-escalation and Crisis Intervention

The Police Department has been and will continue to advance and promote de-escalation practices and Crisis Intervention.

Approximately 70 members have attended the 40-hour Crisis Intervention Training, which centers on de-escalation and individuals in a mental health crisis.

The department's goal is to train 100 percent of sworn members trained in Crisis Intervention (Also in Law Enforcement Assisted Diversion and Community Based Outreach).

The Police Department intends to receive updates/additional training in de-escalation for all sworn members. The department had aimed to accomplish this by mid-December 2020; however, due to the COVID-19 pandemic, this had to be postponed. When and where possible, this effort will be renewed and could be coordinated with Mental Health America of Dutchess County.

Law Enforcement Assisted Diversion Program

The Police Department will advance and promote Law Enforcement Assisted Diversion (LEAD), a community-based diversion approach with the goals of improving public safety and public order and reducing unnecessary justice system involvement of people who participate in the program.

A Crisis Intervention Team (CIT) program, based on the "Memphis Model," is an innovation designed to effectively assist individuals in their communities who are in crisis due to behavioral health or developmental disorders. The CIT program encourages officers to access crisis facilities to redirect individuals in need of such places and away from the criminal justice system when appropriate. Connecting these individuals to the behavioral health systems can lead to long-term treatment and services and to sustainable change in the community.

The department's CIT program was first implemented in 2015 with funding received from Dutchess County. Steve Miccio, chief executive officer of PEOPLE USA, is the program's director and was involved heavily with Dutchess County Government and a local provider of community and the criminal justice council in developing, planning and implementing the opening of the first Crisis Stabilization Center in New York. The Dutchess County CIT program and Stabilization Center were nationally recognized for this model at a CIT International Conference.

City Police Officers also receive 40 hours of advanced training in the following areas: Officer Wellness; Juvenile & Transition Age; Substance Abuse and Co-Occurring Disorders; Communications I & II; Veterans Issues; Anxiety Disorders; Indications of Emotional Distress; Community Resources; Consumer & Family Panel; Legal Issues; Excited Delirium; Dementia; Hearing Voices; Suicide Assessment & Intervention; Psychotic Disorders; Personality & Mood Disorders; Mental Illness — Myths and Realities; Mental Illness and Recovery.

The basic goals are:

1. To help persons with mental health disorders and/or addictions access medical treatment rather than place them in the criminal justice system due to illness related behaviors.
2. If warranted, reduce the number of jail/emergency room intake through the usage of the Stabilization Center.
3. Improve officer and community safety.

Operations Planning and Deconfliction, Policy 608

This policy provides guidelines for planning, deconfliction and execution of high-risk operations. Additional guidance on planning and serving high-risk warrants is provided in the Warrant Service Policy.

In sum and substance policies 404, 607 and 608 are related and connected to operations by specially trained personnel responding to and handling dynamic situations.

The department seeks to limit, reduce and mitigate risk involved in these dynamic situations by implementing the following:

1. All members assigned to the Emergency Services Unit will be trained in Crisis Intervention and de-escalation.
2. A minimum of two members of the Crisis Negotiation Unit will be operationally deployed in all pre-planned or authorized requests for activation of the Emergency Services Unit.

3. The ESU Commander shall ensure that a fully completed risk assessment matrix has been properly filled out and evaluated for appropriate deployment of resources when and where possible in pre-planned operations.

Emergency Services Unit, Policy 404

This policy provides guidelines for the specialized support of the Emergency Services Unit (ESU) in handling critical field operations where special tactical deployment methods or intense negotiations are beyond the capacity of field officers.

Warrant Service, Policy 607

This policy establishes guidelines for the planning and serving of arrest and search warrants by members of this department. It is understood that this policy cannot address every variable or circumstance that can arise in the service of a search or arrest warrant, as these tasks can involve rapidly evolving and unique circumstances. This policy is intended to be used in conjunction with the Operations Planning and Deconfliction Policy, which has additional guidance on planning and serving high-risk warrants.

Public Awareness, Involvement and Transparency

Over the years, the department has undertaken a number of initiatives to provide the public with information and increase transparency. The department has focused on strengthening relations and accountability with the public, including implementing body-worn cameras for officers and improving the civilian complaint form, among many other initiatives.

Right to Know Act, Policy 343

In August 2020, the Common Council approved and the Mayor signed into law the "The Right to Know Act," requiring city officers to identify themselves when having encounters with the public, including giving their rank, along with a business card with their identification and contact information for the department. The person can use this information to

obtain a written record of any interaction with the officer that doesn't end in an arrest, summons or ticket. The law is designed to increase transparency in police practices — and to build trust between police officers and members of the public.

The department's policy states, "To increase transparency in police practices and to build trust between police officers and members of the public by providing the public with information on the names of officers with whom they interact, notice of the reasons behind their encounters with the police, and a written record of their interactions with the police in situations that do not result in an arrest, summons, or ticket."

Portable Audio/Video Recorders, Policy 424

The city is investing more than \$500,000 in equipment, including cameras and supportive equipment, such as docking stations. The city has consulted with experts to develop policies that comply with federal and state laws and follow best practices. The cameras are providing more transparency about how patrol officers operate in the field — and about the situations to which they respond.

This policy provides guidelines for the use of portable audio/video recording devices by department members while in the performance of their duties. Portable audio/video recording devices include all recording systems whether body-worn, handheld or integrated into portable equipment. A recent update to the policy, 425.5, clarified that recorders shall be activated under certain circumstances with NO discretion in identified situations.

The Police Department favors expanding the portable audio/video recorder program if and when funding should become available.

Complaint Form

The Police Department has greatly improved its complaint form used when the public has questions about police procedures and policies. The city has enhanced its complaint process by improving accessibility and by

developing a new online reporting tool. Forms can be used to commend officers for their actions or to file a civilian complaint.

Submitted forms are reviewed by a member of the command staff and assigned to the appropriate supervisor for action. The forms are available [here](#).

The city continues to work on strengthening this form, including making it more understandable and user-friendly. The city intends to add more clarifying detail to the introduction and wants to allow the public to save their partially-completed work and come back at a later date to finish it if they like.

The city also is in the process of upgrading its website, which will make it easy to improve upon these usability issues.

Civilian Review Board

The city administration and Police Department have expressed their willingness to work with Common Council, appropriate stakeholders and the public at large to devise a Civilian Review Board to address civilian complaints against City of Poughkeepsie Police Officers. To date, there have been numerous discussions with the Police Chief, executive members of the Police Benevolent Association, City Administration, Council Members and community members on the creation and formation for oversight.

As noted in the Procedural Justice Committee's recommendation, a series of questions will need to be addressed, which include the following: Should the board review the findings of the Police Department or conduct its own investigation? What power should the board have to interview officers or other witnesses, to compel officers or other witnesses to be interviewed, and to review documents, recordings, interviews conducted by the police department or other evidence? What authority would it have over discipline and can it formally refer cases to the Attorney General or District Attorney or Trial Commission (which is referred to in the City Charter)?

The Dutchess County's Police Reform & Modernization Collaborative cites several approaches to consider:

1. The New York City board is composed of 13 members: Five appointed by the Mayor, five appointed by the City Council and three appointed by the Police Commissioner. The board has power to investigate complaints, including subpoena power, and can recommend discipline. However, the Police Commissioner has final authority over the imposition of discipline.
2. The Chicago board is composed of nine members appointed by the Mayor with the consent of the City Council. The board has investigative and subpoena power and power to impose disciplinary measures.
3. The Baltimore board is composed of nine voting members nominated by the Mayor and confirmed by the City Council, along with five non-voting members from community stakeholders. The board does not have power to investigate or impose discipline. It may simply review complaints.

The city Common Council is already considering legislation to create a Civilian Review Board. The seven-member board would consist of members of the public who will have the power to “receive, investigate, hear, make findings and recommend action upon complaints by members of the public against employees of the police department that allege misconduct.” Such complaints could involve excessive use of force, use of offensive language and abuse of authority. The board's findings would be submitted to the Chief of Police.

The city administration and police chief are in favor of a review board; however, they believe the city must carefully weigh all the options, including ensuring such board has qualified members who receive adequate training in the nuances of this highly important function. Discussion regarding the makeup of a review board and its authority is ongoing and should continue with input gathered from all involved.

The Procedural Justice Committee also recommended other websites to consider for information regarding the creation of an oversight board:

<https://cops.usdoj.gov>

<https://www.ncjrs.gov>

<https://www.nacole.org>

[Jisp.law.columbia.edu](https://jisp.law.columbia.edu)

Diversity in the Ranks

The City and its Police Department has in the past and continues where and when possible to recruit and hire a diverse workforce that is representative of community demographics. The Police Department has led efforts to compel the Dutchess County Department of Human Resources to alter requirements of candidates applying for and taking the countywide police entrance exam. These changes now require a candidate to possess a high school diploma or equivalency but not 60 college credits initially. A candidate who successfully completes the Police Academy will graduate with 30 college credits through Dutchess Community College and the SUNY system. Upon completion, the recruit will have five years to complete an additional 30 college credits. The City recognizes the importance of education, and therefore will pay the cost for higher education as memorialized in the current collective bargaining agreement.

The more-rigid college requirements had long been cited by community members as a major impediment to hiring minority candidates from the City of Poughkeepsie community.

The Police Department will continue where and when possible to collaborate with the Dutchess County Department of Human Resources to obtain a valid candidate list that allows for preferred hiring from City of Poughkeepsie residents.

The Procedural Justice Committee is recommending that the preferred list be exhausted first before moving on to the rest of the County list.

In addition, the Police Department will convey to City Administration and the Police Benevolent Association the will to have future Police Officers hired by the City of Poughkeepsie Police Department live within ranges that are within and/or closer than the current range set by the current collective bargaining agreement. The Procedural Justice Committee recommends officers live in the City of Poughkeepsie or no further than 5-10 miles. Currently, police officers can live as far as 20 miles outside of the city.

Pathway to Policing

In an effort to hire its own residents as police officers, the City of Poughkeepsie is partnering with Dutchess Community College and the Poughkeepsie City School District to design a Pathway to Policing Program. This program is being designed to specifically address the most common barriers facing CPPD to hiring city residents. The pathway begins in high school where students are invited to participate in the Careers in Law Enforcement Program offered by the City of Poughkeepsie Police Department. Students who successfully complete the Careers in Law Enforcement Program will then be given the option to take college coursework for credit toward a criminal justice degree at Dutchess Community College concurrently with the student's senior year of high school. When the students are near degree completion at DCC, they will be offered an opportunity to take a free civil service test preparation course by the City of Poughkeepsie Police Department.

Violence Prevention and Reduction Interventions

The City and Police Department realize they are part of a bigger community — and that there are at times systemic and outlying reasons for behavior that is disruptive to neighborhoods and requires a comprehensive approach from the community to solve.

School Resource Officer

The Police Department has been working in collaboration with the Poughkeepsie City School District to address school safety. SRO programs have been known to create a safer school environment and bridge the communication and trust gap between youth and law enforcement, establishing a channel of communication that can make all the difference in school and later in life for youth. Young children experiencing more positive interactions with police officers can create better trusting relationships as the children progress toward adulthood.

In April 2019, an officer was assigned as a School Resource Officer. The position would later be upgraded to Detective with expanded duties to include collaboration with other juvenile detectives. The Detective has forged positive relationships with students and staff as well as community stakeholders as well as coordination with available service agencies.

Recognizing that disruptive and in some instances juvenile criminal behavior can be attributed to other conditions, the Detective is able to refer, mediate and collaborate in identifying solutions to the underlying conditions.

In June 2020, a youth worker was hired to assist in this obvious need within the school community. The youth worker has also built relations and possesses referral capacities to identify and address at risk-youth through a holistic approach rather than criminal consequence.

Juvenile Intervention Task Force (JITF)

As these youth-centered initiatives expanded, the Juvenile Intervention Task Force was formed. The task force's purpose and scope is to identify those juveniles at the highest risk to be involved in violent behavior and/or criminal behavior and intervene prior to involvement in such behavior. Juvenile diversion is an intervention strategy that redirects youth away from the school-to-prison pipeline of the juvenile justice system. The JITF is a collaboration that includes: A City of Poughkeepsie Police Detective Sergeant, Police Juvenile Detectives, and School Resource Detective,

Juvenile Justice Specialist and Juvenile Youth Worker and a host of external resources.

The basic goals are:

1. To afford those identified as high-risk youth a combination of solutions, including referrals to essential services that can address the underlying causes of criminal/violent behavior such as: Planned Parenthood, Family Services, Child Advocacy Center, River Haven, Dutchess One Stop and the City of Poughkeepsie School District.
2. To incentivize the use of local intensive treatment programs to divert youth from possible detention or residential care.
3. Reduce juvenile crime and empower at-risk youth.

Safe Passage

The Police Department will continue to collaborate with the Poughkeepsie City School District and community members to reduce violence among juveniles while walking to/from school. The city held numerous planning meetings and recruitment drives to re-implement the Safe Passage Home initiative. Safe Passage Home is an identified corridor to/from the area of the Poughkeepsie Middle/High School to the city's Northside. Civilians, city school staff and police monitor the route in an attempt to reduce/mitigate violence that can occur primarily when juveniles are leaving school. Due to COVID-19, efforts pursuing safe passage were put on hold. The Police Department will focus efforts to assist in the re-implementation of Safe Passage.

SNUG Program

SNUG — “GUNS” spelled backwards — is an evidence-based, violence-reduction initiative established in New York State in 2009 based upon the nationally recognized Cure Violence Model. SNUG employs and relies on Street Outreach Workers who live in the communities in which they serve, to act and be viewed as credible messengers by persons at high-risk of offense. The SNUG program in the City of Poughkeepsie was implemented

in the spring of 2017. The Police Department works closely with this program and will continue to do so.

SNUG seeks to modify an existing norm of community acceptance of violent behavior from its citizens, by engaging community residents, businesses and community-based organizations to implement coordinated strategies to reduce and prevent shootings and killings. SNUG is administered through Family Services, Inc., and is funded through the New York State Division of Criminal Justice Services (DCJS). SNUG is also a component of the GIVE (Gun Involved Violence Elimination) initiative also funded through the DCJS.

SNUG's basic goals are:

1. To save lives and reduce gun violence through means of intervening in the aftermath of shootings to prevent retaliation, working with high-risk youth to connect them to services and programs and other community engagement initiatives.
2. To collaborate in partnership with the City of Poughkeepsie Police in identifying and addressing high-risk offenders.
3. To enhance quality of life of residents.

The City's Youth Activities and Opportunities program

As a result of a collaborative effort between the Mayor and Common Council, this program assists local non-profit organizations by providing funding to support clubs and leagues, other activities and educational programs.

The city has allocated a total of \$505,000 to the program since its inception in 2018. Among the recipients have been the City of Poughkeepsie Youth Baseball, Basketball and Football leagues; The Art Effect; Bardavon 1869 Opera House; Barrett Art Center; The Black and Latino Coalition; Cocoon Theatre; Community Matters 2; Family Services, Inc.; Hudson River Housing; Mental Health America Dutchess County; Mid-Hudson Aquatics; Mid-Hudson Heritage Center; Mid-Hudson Civic Center Skate Program; National Black Child Development Institute; Nubian Directions II, Inc.;

REAL Skills Network; Rebuilding Our Children and Community, Inc. and others.

Community-Based Outreach

The Police Department will continue to advance and promote Community-Based Outreach. Community-Based Resources include organizations that provide programs and activities within communities so that local participants may have access to services and information intended to change behaviors that will increase the likelihood of a healthy community. Such collaborations and organizations include:

- 1. Mental Health Partnership** — The Police Department has started a collaboration with Mental Health America of Dutchess County (MHA) to address mental health crisis and to provide accessibility to professional services and programs. An Intensive Case Manager (ICM) is staffed full time at the City of Poughkeepsie Police Department to facilitate interdisciplinary approaches, coordinate treatment plans, and assess progress. The ICM also works in the field with the Behavioral Evaluation and Assistance Team (BEAT) unit to identify those in need of services within the community. The goal of this collaboration is to be both proactive and reactive. The Police Department wants to expand mental-health response capacity by adding an additional Intensive Case Manager and/or a similar position to additionally address the needs of the juvenile community if funding becomes available.
- 2. BEAT Patrol Unit** — Composed of two CIT-trained officers and an MHA Intensive Case Manager, this unit actively seeks to identify those in need of services and connect them with the care and resources they are in need of to improve their quality of life. Courtesy transports are provided to the Stabilization Center, shelters, food pantries, emergency room and other referrals when and where possible.
- 3. Child Advocacy Center** — The CAC is a family-friendly space for alleged child victims of sex abuse or extreme physical abuse. CAC staff includes CPS workers, a crime victim advocate and program

coordinators, in addition to a full-time Police Department juvenile detective with over 20 years' experience. Families are provided with access to food pantry and storage room supplies, educational pamphlets, parenting classes, mental health services, support groups, housing assistance, domestic violence services and family court assistance.

- 4. City of Poughkeepsie Police Athletic League (P.A.L.)** — This is a nonprofit organization formed by members of CPPD that provides programs to children within the city, promoting the prevention of juvenile crime and violence by building relationships among children, police officers and the community. Through positive engagement, the P.A.L. helps build self-esteem by organizing team sports and activities that promote friendship, goodwill and tolerance among the youth of our community.

The Police Department will continue to build relationships with those in the community it serves. One way of achieving this is by hosting or attending various community events. These events are hosted, presented and funded in conjunction with the Police Department, Police Benevolent Association and the Police Athletic League. Such events have included: Summer Swimming Lessons; National Night Out; Hooked-on-Fishing; Fall Harvest Festival; Trunk or Treat; Thanksgiving Dessert Drive; Celebration of Lights & Fireworks; Candy Cane Express; Adopt-a-Family Holiday Toy Drive; Coco with a Cop and First Fridays, and Basketball and Football camps.

Conflict Resolution

Such efforts are a way for two or more parties to find a peaceful resolution to a disagreement that might be personal, financial, political, or emotional. When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

In partnership with the Police Department, Family Services also offers the following programs designed and implemented to address the needs of the community:

1. **SNUG** — An evidenced-based street outreach program, based on the Cure Violence Model; focus on youth between 14 and 24 who are at high-risk for involvement with gun violence.
2. **Phoenix Curriculum** — An evidenced-based research model, designed to help high-risk youth by providing them with the knowledge and cognitive behavior therapy to combat substance abuse, gang activity, aggression and violence as well as other delinquency. The Phoenix curriculum is funded through the New York State Department of Division of Criminal Justice Services.
3. **Intimate Partner Violence Initiative (IPVI)** — In 2019, the Police Department reported 560 domestic violence incidents; 83 percent were intimate partners. IPVI intervenes where possible to prevent violence from continuing or escalating. IPVI uses law enforcement where necessary to ensure community safety, all while creating a simultaneous connection to support services.

Restorative Justice

The Police Department advances and promotes Restorative Justice through its partnership with the Dutchess County of Office of Probation and Community Corrections integrated restorative justice programs. Restorative Justice Practices ensure victims have a voice, offenders are held accountable, and the community is engaged. Restorative Justice Practices may also happen at other continuums of the criminal justice system, when available and appropriate, such as after plea discussions, as a part of sentencing or as a component of probation or parole.

Restorative Justice and evidence-based services offered by the Dutchess County Office of Probation and Community Corrections include:

- Empathy/Letter of Apology Workshops
- Community Service
- Teen Intervene
- Interactive Journaling (explores thinking and decision-making)
- Decision Points

Functional Family Therapy is also available as well as an evidence-based program at the Lucky Orphans Horse Rescue. Clinical social workers, case manager aides and other individuals from DCFS, DBCH and Astor are on-site.

Problem-Oriented/Community Policing

The Police Department advances and promotes Problem-Oriented Policing (POP) through Community Policing. Problem-oriented policing is a proactive, evidenced-based analytic approach used by police to develop strategies that prevent and reduce crime.

The Police Department re-deployed community policing officers in April 2019. Two officers were assigned to address the many issues within the Main Street corridor. An additional officer was assigned to community policing in June 2020. This officer has been assigned to address issues as necessary in geographical areas of need. In August 2020, an additional officer was assigned to the business district in and around the Main Street corridor. Deployment and areas of focus are and remain fluid to identify and address issues throughout the City.

POP interventions can take on many different forms and will vary depending on the specific problems being combated. One of the most popular methods for implementing POP in practice is a four-step process known as the SARA model: (Scanning, Analysis, Response and Assessment)

- 1. Scanning** — Police rely on several different sources to identify and prioritize potential problems associated with crime and disorder in a jurisdiction. This can include identifying problems of concern to the community, confirming that the problem exists, figuring out the consequences of the problem and determining how frequently the problem occurs.
- 2. Analysis** — Once the problem is identified, the next step is Analysis. This stage of the process involves identifying and analyzing relevant data to learn more about the problem, including potentially narrowing

its scope and figuring out possible explanations why it is occurring. This information is essential for selecting the most effective and appropriate response to the problem, which occurs in the next step. The department utilizes its Crime Analysis Unit for performing this function.

- 3. Response** — Police and their partners select one or more responses or interventions based on the results from the analysis conducted in the previous step. A response plan is outlined that includes the nature of each response, the specific objectives these responses are intended to achieve and the responsibilities of the various partners involved in implementing the response. Once the response is selected, it is implemented by the police and their partners. Example: Directed foot patrols in hot spot areas where there is a concentration of crime (Deterrence Method).
- 4. Assessment** — The Assessment step involves evaluating whether the responses were implemented in a manner consistent with the response plan and whether the responses achieved their intended effects. Thus, the Assessment phase includes both process evaluation and impact evaluation components. Example: Did conducting directed patrols in the identified hot spots reduce crime? Data (and visual maps) are used to determine if crime has dissipated or was merely displaced. Feedback is also gathered from residents.

Gun Intervention and Violence Elimination (GIVE) Initiative Objective:

To introduce the joint agency initiatives outlined in the Gun Intervention and Violence Elimination (GIVE) strategy to directly combat shootings and homicides, or aggravated assaults where applicable, by implementing the key elements of Hot-Spot Policing.

GIVE Program Overview: Hot-Spot Policing Strategy

Utilizing the S.A.R.A. Model, the GIVE partners identify recurring problems of concern (i.e., increase in calls for service for robberies involving a firearm) using data analysis, research what is known about the problem and identify and understand the events and conditions that precede and

accompany the problem (i.e., gang retaliation), outline a response plan/operation — GIVE details and conduct an ongoing assessment to ensure continued effectiveness.

Hot-Spot Policing

The Police Department employs Hot-Spot Policing and will continue to do so. These strategies focus on small geographic areas or places, usually in urban settings, where crime is concentrated. Through Hot-Spot Policing strategies, law enforcement agencies can focus limited resources in areas where crime is most likely to occur. Visual maps are created using data analysis to identify where crime is occurring and possible causes. Resources are deployed to these identified violent crime hot spots to reduce (prevent) crime and restore order in these neighborhoods impacted by crime. The appeal of focusing limited resources on a small number of high-activity crime places is straightforward. If crime can be prevented at these hot spots, then citywide crime totals may be reduced. When appropriate, the department will endeavor to alert the community regarding crime patterns so as to engage community members to collaborate with the department in its crime-prevention efforts.

GIVE Partner Hot-Spot Policing Roles:

Dutchess County Office of Probation and Community Corrections — Operations are conducted in hot spot locations, which create a visible presence as DCOPCC operates in or near hot spots and travels through them during a typical operation. Probation FIOs participate in all operations and process intelligence obtained through the course of monitoring chronic offenders.

Dutchess County Sheriff's Department — Participation in joint operations in hot spot areas with partner agencies. Provide enforcement, analytical data and intel sharing.

City of Poughkeepsie Police Department — Conduct data analysis to identify hot spot areas, preparation of intelligence bulletins concerning known hot spot locations or persons identified as Highly Active Violence Oriented Criminals, disseminate to command supervisors for tactical/strategic decision making and response.

Dutchess County District Attorney's Office — Provide intelligence driven enhanced prosecution.

Focused Deterrence

The Police Department will continue to advance and promote Focused Deterrence, a crime-prevention strategy aimed at deterring crime by increasing the swiftness, severity and certainty of punishment for crimes by implementing a mix of law enforcement, social services and community mobilization.

Since the inception of the state Division of Criminal Justice Services' GIVE (Gun Involved Violence Elimination) initiative in 2014, formerly known as IMPACT, the City of Poughkeepsie and its GIVE partners (Dutchess County District Attorney's Office, Dutchess County Sheriff's Office and the Dutchess County Office of Probation and Community Corrections) were required to design a plan that employed at least two evidence-based strategies: Hot Spot Policing, Focused Deterrence, Street Outreach and Crime Prevention through Environmental Design.

Participating agencies were also required to integrate Procedural Justice into the plan in an effort to foster trust and respect amongst individuals and communities with the law enforcement professionals who serve and protect them.

Focused Deterrence has been institutionalized into the daily operations of the police department. The strategy targets specific criminal behaviors committed by a small number of chronic offenders who are vulnerable to sanctions and punishments. Offenders are directly confronted and informed that continued criminal behavior will not be tolerated. Targeted offenders are also told how the criminal justice system (such as the police and prosecutors) will respond to criminal behavior; mainly, that all potential sanctions or levers will be applied. The deterrence-based message is reinforced through crackdowns on offenders, or groups of offenders (such as gang members), who continue to commit crimes despite the warning.

In 2017, 31 members and associates were federally indicted. As a result, in 2018, the City experienced a 50 percent reduction in violent crime.

In addition to deterring violent behavior, the strategies also reward compliance and nonviolent behavior among targeted offenders by providing positive incentives, such as access to social services and job opportunities — in 2019, the Community Policing Unit was reactivated and the BEAT

Unit was formed to help facilitate and expand the availability of resources to those in need.

Crime Prevention through Environmental Design

The city will continue to advance and promote Crime Prevention through Environmental Design (CPTED), a multi-pronged effort, not just beautification, not just code enforcement, but a system-wide approach to reducing crime, restoring safety, restoring the perception of safety and making an improvement to quality of life for the whole community. It is a “Street-by-Street” approach. Once one street is stabilized, the CPTED effort is expanded to the next block or perimeter in the expanding circle.

CPTED consists of four principles:

- Natural access control
- Natural surveillance
- Territoriality
- Maintenance

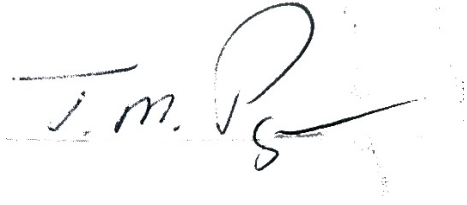
In November 2017, CPTED training and technical assistance was provided by consultant Mark Dunning. Based upon the key recommendations and findings, the Police Department reactivated the Community Policing Unit and formed the B.E.A.T. unit to address issues such as homelessness, loitering, panhandling, drug users/addicts and other quality-of-life issues within the community. These units were deployed in the downtown business district where the county seat also exists. Foot patrols in these areas allow for natural surveillance. Officers are able to observe and report issues firsthand, such as damage to property.

Summary

The Police Chief is committed to providing semi-yearly updates to the community about our continued progress regarding police reforms and best practices. We appreciate this opportunity to provide key details of what the City of Poughkeepsie Police Department is doing — and what it has committed to do — as it serves the public in an equitable and just manner.

Handwritten signature of Rob Rolison in black ink.

City of Poughkeepsie Mayor Rob Rolison

Handwritten signature of Tom Pape in black ink.

City of Poughkeepsie Police Chief Tom Pape