

**TROY CITY COUNCIL
FINANCE MEETING AGENDA
March 25, 2021
6:00 P.M.**

Pledge of Allegiance
Roll Call
Approval of Minutes
Presentation of Agenda
Public Forum (*see end of agenda for instructions)

LOCAL LAWS

ORDINANCES

RESOLUTIONS

27. Resolution Adopting Report Of The City Of Troy Police Reform And Reinvention Collaborative (Council President Mantello)

***PUBLIC FORUM**

Due to the current COVID-19 crisis and pursuant to Governor Andrew Cuomo’s Executive Order No. 202.1, this meeting shall be held remotely via videoconference and live-streamed on the City Council’s [YouTube channel](#). Troy residents who wish to comment during the public forum at the beginning of the meeting must have the ability to join the Zoom meeting via computer or phone and will be required to pre-register for the meeting. The link to register for the meeting will be posted at least 24 hours before the meeting on the Council [Agenda and Minutes](#) page. You must register for the meeting by 3 pm on the day of the meeting.

Per the City Council, written comments will not be read aloud at this meeting but will be added to the meeting minutes. Written comments to be added to the meeting minutes should be sent to mara.drogan@troyny.gov and must be received by 3 pm on the day of the meeting. You must include your full name and residential address, as required by Council rules. Written comments received after 3 pm shall be treated as correspondence and forwarded to the Council for their review.

**RESOLUTION ADOPTING REPORT OF THE CITY OF TROY POLICE REFORM AND
REINVENTION COLLABORATIVE**

WHEREAS, on June 12, 2020, Governor Andrew Cuomo issued Executive Order 203, requiring local governments across New York State to review the particular needs of their communities and the services required of their local police departments, as well as to evaluate the local police department's current policies and practices and to adopt a policing reform plan by April 1, 2021; and

WHEREAS, the City of Troy established the Troy Police Reform and Reinvention Collaborative (PRRC) to develop and articulate a community consensus on policing strategies and practices that promote public safety, improve community engagement, and foster trust and communication between police officers and all members of the Troy community; and

WHEREAS, the Mayor appointed fifteen individuals to serve on the PRRC, consisting of representatives from throughout the community, including Troy Police Department leadership, City and County officials, faith and neighborhood leaders, leaders of non-profit service agencies, and local residents; and

WHEREAS, the PRRC held nine public listening sessions during February and March of 2021, and consulted with residents, community members, and interested parties who provided public comment and recommendations for the consideration of the PRRC; and

WHEREAS, as a result of these listening sessions and consultations, the PRRC has developed a plan of actions and reforms including fifteen specific recommendations to strengthen public safety in the Collar City, and to build trust between the entire Troy community and the Troy Police Department that serves it; and

WHEREAS, the PRRC has issued its report and recommendations, most of which will entail further investigations and future actions to achieve, and will require the continuing commitment of the City to implement genuine reforms that strengthen the relationship between the Troy Police Department and the residents of Troy; and

WHEREAS, the process begun under the PRRC initiative is not intended to be the last step in this process, but the first of many future initiatives that must be undertaken to reach the goals of transparency, meaningful oversight, and increased communication, as well as to promote basic respect and fundamental fairness in the policing process for all participants.

NOW, THEREFORE, BE IT RESOLVED, as its first step toward achieving those goals, the City Council of the City of Troy hereby adopts the Report of the City Of Troy Police Reform and Reinvention Collaborative, a copy of which is attached hereto; and

BE IT FURTHER RESOLVED, that the City Council extends its gratitude to the members of the PRRC and the consulting public for their participation and contributions to this valuable process, and looks forward to many productive collaborations in the future.

Approved as to form, _____, 2021

Richard T. Morrissey, Corporation Counsel

MEMO IN SUPPORT

This Report was developed by the PRRC in consultation with residents and stakeholders for the reform of policing in the City of Troy. It is forward looking and aspirational, but its goals and recommendations are concrete and reachable. What is required most of all is a continuing commitment on everyone's part to refine and implement these genuine reforms.



POLICE REFORM & REINVENTION COLLABORATIVE

CITY OF TROY, N.Y.

FINAL REPORT
MARCH 2021



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Executive Summary

On June 12, 2020, Governor Andrew Cuomo issued Executive Order 203 which required local governments across New York State to undertake a review of community needs provided by their local police department, evaluate the department's current policies and practices, and adopt a policing reform plan by April 1st, 2021.

In response, the City of Troy established a Troy Police Reform & Reinvention Collaborative (PRRC) to assist in the process outlined in the Governor's Executive Order. [15 individuals were appointed](#) to serve on the PRRC. Membership consisted of representatives from throughout the community, including Troy police department leadership, city & county officials, faith leaders, representatives from non-profit service agencies, and local residents.

The collaborative Steering Committee held a series of listening sessions and public presentations during the months of February and March to gather suggestions & recommendations from the public. Committee members also engaged in discussions with police leadership on a comprehensive review of police strategies, policies, procedures, and practices.

Due to the COVID-19 pandemic, PRRC meetings were conducted remotely using Zoom and live-streamed on the City's YouTube channel. All PRRC meetings were archived online for public review at www.troyny.gov/policeRRC.

Public comment guided steering committee discussions and served as a basis for the recommendations outlined in this report.

Three themes were reflected repeatedly in the comments and were raised in the ensuing discussions:

1. Trust,
2. The scope of policing; and
3. Investments in the community.

Trust has long been viewed as the bedrock upon which effective policing is based. In fact, in the early 1800's, the founder of modern policing, Sir Robert Peel, enumerated nine principles of policing the second of which is, "To recognize always that the power of police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior and on their ability to secure and maintain public respect."

The government holds the power to exercise force in achieving its ends. That is an awesome power and with it comes awesome responsibility: to only do so in a way that protects the rights of community members and upholds the rule of law. Proper policing practices require that law enforcement build positive relationships with their community, respect civil liberties, and avoid tactics that encourage the use of excess force against citizens.

Trust in policing is based on transparency, accountability, and fairness. A number of the recommendations address these three items.

Scope of policing: Over the past several decades policy decisions on the state and federal levels have had consequences which by design or oversight were not adequately accounted for and have fallen to police departments across the country to deal with.

It has been said that to be a police officer today requires the combined skills of an athlete, a psychologist, a UN diplomat, a social worker, a criminologist, a Big Brother or Big Sister, a legal expert, a linguist and a field medic. We expect great deftness from our officers. One moment showing tenderness and understanding to a traumatized child and the next deploying force to protect

innocents from injury and bring lawbreakers to justice. We demand that they make instantaneous decisions when people are at their most threatening and their most vulnerable moments.

Are these expectations realistic? Are there tasks that can come off their plate? Communities across the country are looking at these questions and our conversations reflect this community's similar concerns.

Great passion was expressed around the need for greater **investments in the community**, particularly as it relates to youth services. While not directly tied to reinventing policing it is commonly understood that social investments are critical to providing a greater range of opportunity and a decreasing likelihood of interactions with the criminal justice system.

Social investments run the gamut from youth services to diversion and reentry programs, safe affordable housing, mental health services, child care, job training, affordable health care, and so on. Investments of this sort often require support from state and federal resources which is sorely lacking. The recommendations touch on a number of these initiatives.

The work of the Committee and this report is neither the beginning nor the end of our work to reform and reinvent policing. Prior to convening this Committee the PD and the administration undertook several first steps:

- Use of force policies were rewritten and are now consistent with the "8 Can't Wait" principles.
- Reworked discipline policies to link more seamlessly with the newly reconstituted Police Objective Review Board (PORB).
- Re-accreditation of the Department was completed through the State of New York Accreditation Process. TPD has been accredited for 20 years and completed re-accreditation last summer.
- Reinstated the Emotionally Distressed Persons Response Training (EDPRT), an intense training to provide the tools officers need to compassionately and effectively assist those in mental distress.
- Updated policies and procedures for the PORB to ensure that it will be a citizen led initiative. New members were recruited to serve on the Board.

- Acquisition of body-worn cameras (BWC), vehicle dash cameras, and police in-car rear seat cameras. The department is in the process of completing configuration and training for implementation of BWCs.
- With the services of Kaleel Jamison Consulting Group the Police Department began a process of self-examination with the ultimate goal of improving outcomes for the community.

Several of the recommendations herein build on this work while others are the preliminary steps of initiatives that the Committee feels would be beneficial to the community. There is much work that lies ahead.

In addition, an Oversight Committee will be formed to monitor and report on the progress of these recommendations as well as make additional recommendations to further the spirit and intent of this work. Like any important human endeavor it is important to periodically take stock and assess whether our efforts are consistent with our goals given changing circumstances, technologies and new approaches.



Members

Police Reform & Reinvention Collaborative (PRRC)
City of Troy, New York

Patrick Madden, Mayor

Monica Kurzejeski, Deputy Mayor

Brian Owens, Chief of Police

Daniel DeWolf, Deputy Chief of Police

Mary Pat Donnelly, Rensselaer County District Attorney

Carmella Mantello, City Council President

Ken Zalewski, City Council Pro Tempore

Kathy Alonge-Coons, Commissioner, Rensselaer County Department of
Mental Health

Laura Bauer, Director, Rensselaer County Department of Probation

Chris Burke, Executive Director, Unity House

Stacey Howard, Police Objective Review Board

Kevin O'Connor, Executive Director, Joseph's House and Shelter

Renee Powell, President, Troy Branch of NAACP

Pastor Justin Relf, Rhema Revealed Ministries

Starletta Smith, Executive Director, YWCA of the Greater Capital Region

John Turi, Rensselaer County Public Defender

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Police Department Overview

The Troy Police Department is located within Rensselaer County, New York and serves the City of Troy.

The mission of the Troy Police Department is to provide excellent service through community partnerships that build trust, reduce crime, create a safe environment, and enhance quality of life for the residents and visitors of the City of Troy.

Municipal Statistics

Troy is located along the banks of the Hudson River in upstate New York. It is approximately eight (8) miles northeast of the state capital, covers a total of eleven (11) square miles and has an estimated population of approximately 50,000. It ranks twelfth amongst city populations in New York State. Troy also falls within the Capital Region – a metropolitan area with a population of 1,170,483.

Personnel

TPD authorized staffing currently stands at 131 sworn officers, 10 full-time civilian employees and 20 part-time civilian employees. An organizational chart for the department is included below.

The sworn personnel comprises a Chief of Police, Deputy Chief of Police, Assistant Chief of Police, 8 Captains, 12 Patrol Sergeants, 11 Detective Sergeants, 1 Records Sergeant, 1 Community Police Sergeant, 1 Technologies Sergeant, 1 Training and Administration Sergeant and 93 Patrol Officers.

There are several specialized units within the Troy Police Department that assist in effectively supporting and policing our community. These units include:

- Patrol Bureau
- Detective Bureau
- Special Victims/Juvenile Unit
- Specialized Operations Section (Drug Enforcement)
- Crisis Negotiations Team
- Honor Guard
- FBI, ATF, DEA and U.S. Marshals Task Force Officers
- Evidence Technician Unit
- Community Services Bureau
- School Resource Officers
- Emergency Response Team (Tactical Team)
- K9 Unit
- Technology Unit
- Training Unit
- Police Cadet Program

The Troy Police Department first became an accredited agency in 2000 and has remained accredited in the 20 years since. The department remains committed to maintaining its NYS Accreditation status.

Training

Members of the Troy Police Department are required to complete their law enforcement training at the Zone 5 Training Center in Schenectady, NY. The Academy is a full service training academy that provides training to both new and veteran officers in Albany, Fulton, Greene, Montgomery, Rensselaer, Saratoga, Schenectady, Schoharie, Warren and Washington Counties.

Zone 5 provides approximately 1,040 hours of training for TPD recruits. For comparison, New York State Department of Criminal Justice Services requires 715 hours of training.

Of that total, 160 hours is field training with the Troy Police Department. Officers are also required to complete a minimum of 40 hours per year of in service training.

Calls for service in 2019 exceeded 52,000. In 2020, calls for service dropped to 31,251. Despite the overall drop in call volume, several individual categories remained steady, including:

Mental Health Response:

2020 – 912

2019 – 949

Domestic Incident Reports

2020 – 2,099

2019 – 2,082

While it is unclear what caused the overall drop in total call volume in 2019, the Covid-19 pandemic is a likely factor.

Detective Bureau

In 2020, the TPD Detective Bureau investigated over 900 cases. The Bureau is allocated 17 detective spots – two assigned to FBI Safe Streets; two in Domestic Violence Unit; two in the Juvenile Unit & Sex Offender Management; and 11 for all other cases.

During the same period, the Bureau investigated 13 homicides. Seven arrests were made in those cases. One case was deemed justified (officer-involved shooting involving a domestic stabbing incident), with another case closed by investigation. Four remain open & under investigation.

Special Operations Section (SOS)

The Troy Police Department's Special Operations Section (SOS) is tasked with investigating drug & gun-related cases. In 2020, SOS conducted 54 arrests, during which 12 illegal guns were recovered. During the same period, significant quantities of various illegal drugs were confiscated during SOS-related operations.

In 2019, SOS conducted 144 arrests, during which 22 illegal firearms were recovered. During this period, significant quantities of various illegal drugs were confiscated during SOS-related operations.

Through the combined effort of Patrol, Detectives and SOS, a total of 65 illegal guns were recovered in 2020; 46 illegal firearms were confiscated in 2019.

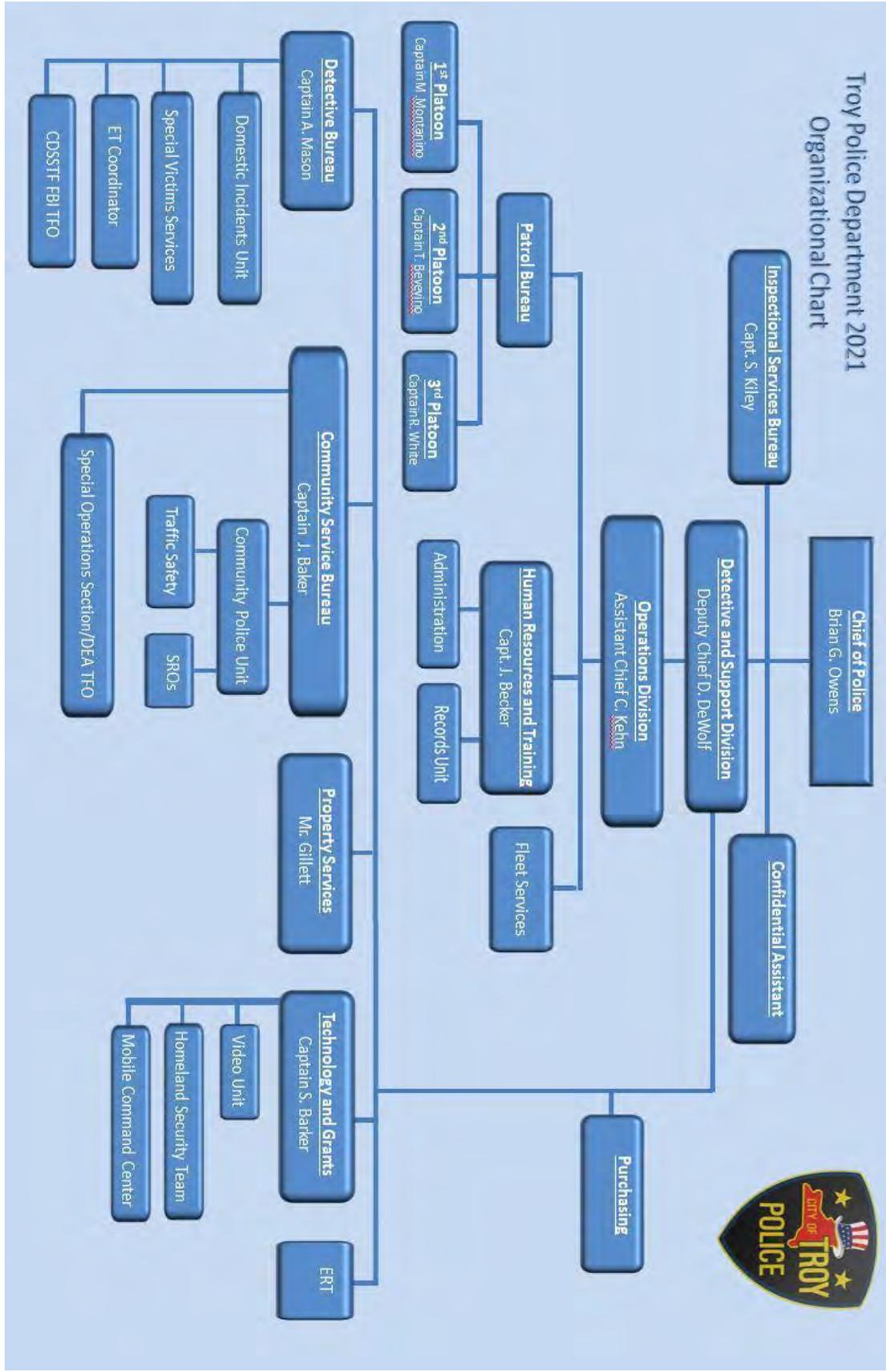
Use of Force

An analysis of TPD data found that Use of Force was applied in less than ½ a percent (0.4%) of all calls responded in 2019. During that same period, the total number of incidents where Use of Force was utilized was 217.

Every use of force is documented and reviewed for appropriateness and compliance with general orders, training, policy and existing case law.

In 2020, the total number of incidents where Use of Force was utilized was 142. This equates to less than ½ a percent (.4%) of all calls responded to during that time period.

Troy Police Department 2021 Organizational Chart



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Recommendations

During the City’s listening sessions, a number of comments offered by the public and Steering Committee members identified issues relating to transparency, fairness and accountability. These three factors are critical to maintain public trust in any police force. We see this as an opportunity to address these topics in the recommendations and provide the transparency necessary in a number of respects.

The recommendations are as follows:

Recommendation 1:

Continue to engage with Kaleel Jamison Consulting Group (KJCG) to identify and remove barriers to better outcomes for policing in all of our communities.

Issue: A number of commenters raised concerns about bias in the Police Department: personal bias, institutional bias and/or systemic bias. Discussions of bias and racism are fraught with emotion even among people of good intention. This is often the result of people understanding terms differently. What few would dispute though is that we all have our own biases and most institutions are imbued with biases that are often camouflaged and difficult to discern. The

greatest challenge for each of us is to understand those biases and make the conscious effort to prevent them from guiding our actions and reactions.

Response: Our work with KJCG is a multi-phased two year effort, beginning with an assessment and review of all aspects of the Troy Police Department. The approach will include reviewing the alignment between our stated values and desired community interactions, and our practices on both individual and organizational levels. KJCG working with the police will propose and implement changes and training to create a tighter alignment and better outcomes using conscious actions to counteract bias and to enhance community centered policing.

KJCG is an internationally recognized firm that over the past five decades has worked with organizations on long-term, strategic culture change, assisting organizations in creating inclusive, collaborative workplaces. The KJCG-Troy PD work began in January 2021.

Recommendation 2:

Develop a web-based complaint form with ‘plain language’ instructions and a description of the process so that the public understands how the process works and what to expect.

Issue: A number of comments were made to the effect that the current complaint process is cumbersome, not easy to navigate and too difficult to undertake. Public feedback also noted that the process for filing a formal complaint is unclear. This can leave an individual who submits a complaint to the department with an unclear understanding of how complaints were addressed. This can undermine both the transparency and accountability within the Department.

Response: the City will make an online version of our complaint form available on the Troy Police Department website (www.troypd.org). The web-form complaint form will include simple instructions as well as an explanation of the process to improve public understanding. Versions will be provided in both English and

Spanish. Hard copies will also be available at the Police Station and at City Hall for those might not have internet access or prefer not to use the computer.

Recommendation 3:

Reconstitute the Police Objective Review Board.

Issue: Several public comments correctly pointed out that the Police Objective Review Board (PORB, or the Board) has been inactive for some time. One commentator, a previous PORB appointee, stated a concern about a power imbalance on the Board that resulted in board members losing interest in serving. The absence of a well-structured review board undermines both the transparency and accountability of the Department.

Response: The operating procedures for the review board have been rewritten in a manner that assures the Board's independence from both the Department and the Administration. In addition, clear roles and responsibilities are laid out in the operating procedures in an effort to restore a proper balance and clarify that City employees who serve on the Board do so only in an advisory capacity, not as voting members.

A semi-annual report requirement has been written into the procedures to track the efficacy of the Board as well as Board members' experiences. This feedback will inform future changes to the Board's structure, authority and operations to ensure its efficacy and independence.

An open call for those interested in serving on the Board was made and a Board was constituted from those responses with input from the Troy Branch of the NAACP and a community advocate (and previous council member). Due to the COVID-19 pandemic, training was delayed last fall/winter. The training will be completed this spring whereupon the Board will begin operations.

Recommendation 4:

Design a policy and process to make disciplinary records more easily accessible to the public.

Issue: Several comments were made to the effect that the disciplinary records of members of the department ought to be available to the public. Various suggestions were offered on how that ought to be accomplished.

Response: We agree that transparency and accountability are served by the release of disciplinary records. When officers misbehave, the public has a right to the records of their infractions. Simultaneously, as well conducted officers have a substantial interest in their reputations; we respect the officer's right to due process. Recent changes to section 50-a of the NYS Civil Rights Law leave some ambiguities. Until clarifications are rendered via case law or statutory amendment we are following the guidance of the NYS Committee on Open Government. We are currently developing a policy and a process to effect this change.

Recommendation 5:

Provide all police officers with Emotionally Distressed Persons Response Team training (EDPRT).

Issue: Across New York State and the nation there have been calls for alternatives to police response to individuals experiencing mental health crises. While law enforcement officers receive the highest level of training to prepare for a variety of interactions and emergency situations, there are unique challenges created during incidents involving individuals experiencing a mental health episode.

Far too many examples have surfaced across the country in recent years in which individuals suffering a mental health episode are met with public safety officials seemingly lacking in the training necessary for successful outcomes.

Response: Over the past several years the City has offered EDPRT in service training on a voluntary basis. The latest training was held in December 2020. This intense 40 hour training, offered by Retired Sgt. Eric Weaver, formerly of the Rochester Police Department, destigmatizes mental illness and provides an array of appropriate responses to individuals needing help in the community. To date roughly 50% of the department has completed the course.

This training will become mandatory and over the next two years all remaining officers will complete the course. All new officers joining the force will be required to complete the training within two years of joining the force.

Recommendation 6:

Establish a task force to research possibilities to create a crisis intervention team for mental health calls in the City of Troy.

Issue: There currently exists a mobile response team that can be called upon by a responding officer in times of need. The limitations to this model are three-fold:

1. The officer is still the first responding individual potentially setting up a dynamic of confrontation or fear;
2. This does not reduce the 'footprint' of policing in the community; and
3. This particular model serves a five county area making its availability unreliable and its response times slow.

Presently the TPD responds to 900 to 1,000 mental health calls each year.

Response: Establish a team of mental health professionals in the County/City to explore the possibility and viability of establishing a crisis intervention team for mental health calls. The team should at a minimum quantify the need in the city, review various successful models across the country and develop some preliminary cost estimates for a preferred model.

Recommendation 7:

Establish a Diversity and Inclusion Committee to assist in the recruitment, successful hiring and retention of individuals to make the City's workforce more representative of the demographic make-up of the City.

Issue: Minorities are woefully underrepresented among the ranks of the City workforce, including on the Police Force. The reality is that most, if not all, of the

City's departments lack critical diversity. For purposes of the Police Department it is widely accepted that diversity reflective of the community served is an essential characteristic to building trust within the community.

Response: Establishment of a Diversity and Inclusion Committee to assist in recruitment, successful hiring and retention of individuals to make the City's workforce more representative of the demographic make-up of the City.

The Committee shall include, among others, the City's Personnel Director, a representative from the Mayor's Office, a representative from the NAACP, and representatives from the City's two school districts as well as Hudson Valley Community College (HVCC).

The Committee's first order of business is to advise the Mayor as to whether the committee is sufficient to carry out this charge or if the City needs to create a position of Diversity and Inclusion Officer in order to effectively advance the goals of the committee. Ideally this determination would be made in time to be accommodated in the 2022 budget process, if necessary.

Recommendation 8:

Revamp the Troy Police Department website to provide more transparency to the public regarding use of force, training, various policies, crime statistics as well as resources and opportunities available in the community.

Issue: Public comments collected during listening sessions indicated a lack of knowledge about many aspects of policing in the City. Numerous suggestions were made that are current practice or policy, and in some cases have been in place for years. This is a clear illustration that the City has not been as transparent as we could have been.

Response: Creation of a new municipal webpage with expanded content taking into account the various misperceptions we heard as well as the requests for additional information made known to us.

Recommendation 9:

Provide all police officers with business cards, including name and contact information, for distribution during interactions with the public.

Issue: Concerns were raised about individuals being unable to identify officers with whom they come into contact. Suggestions were made to provide officers with business cards with their name and contact information.

Response: Under the Department's Code of Conduct it is already a requirement that uniformed officers provide their name and badge number, and other requested information in a respectful manner. To further facilitate this, going forward all officers will be issued business cards with their name, rank and contact information. Officers will be directed to provide these cards as soon as practical in interactions with the public.

Recommendation 10:

Develop a Citizen Police Academy as a means to provide greater transparency and education regarding policing operations in the Troy Police Department.

Issue: A number of comments both during and preceding the PRRC process indicate a lack of familiarity with many aspects of the Police Department. As noted previously this strongly suggests a need for increased communication and transparency in police operations to bolster public trust.

Response: The Citizen Police Academy is an ideal way to expose civilians to the inner workings of the police department. It is a program conducted over 12 weeks during which civilian participants are exposed to many aspects of policing in the City, including: statutory and case law that guide policing, training requirements, use of force strictures, interplay between policing and prosecution, domestic violence and mental health issues at play in the community, among other topics. Citizens participate in ride-alongs to observe officers on patrol.

The entire program is designed to provide participants a real life view of how officers and the community interact providing much requested transparency of police operations.

Recommendation 11:

Create a committee to research the feasibility of creating a Police Athletic League (or a similar styled entity).

Issue: Trust is built on relationships. Several comments were offered that Police Officers need to have more positive interactions with members of the community, particularly youth. Workload demands make this difficult to achieve on a consistent basis during the workday. The Police Athletic League (PAL) programs in other communities were pointed to as a potential model for Troy. These Leagues generally operate as a stand-alone non-profit entity.

Response: The Troy Police Department is very open to the idea of a similar program in Troy, perhaps not limited to solely athletic programs – more of a Police Activity League. Some research is necessary to better understand the legal structure and cost of such a program and whether it makes sense to have a stand-alone entity as opposed to partnering with existing programs. Sources of funding will also need to be researched and secured.

Recommendation 12:

Create a trauma response team activated for the community. Organizations gather at a traumatic event to help distribute information but also to help on site as needed.

Issue: Trauma refers to experiences that can cause intense physical and psychological stress reactions. It can refer to a single event, multiple events, or a set of circumstances that is experienced by an individual as physically and emotionally harmful or threatening and that may have lasting adverse effects on the individual's physical, social, emotional, or spiritual well-being. Experiencing

deeply disturbing events or situations can affect the way a person learns, plans, and interacts with others. Violence in our communities creates trauma not just for victims but the community as a whole. It degrades our interpersonal relationships and undermines the sense of interconnectedness that is essential in healthy communities.

In the event of a tragic incident at a school or the death of a student, school districts regularly provide grief counselors to assist students in managing the grief and trauma. No such coordinated effort exists in communities following incidents of violence. The trauma builds in the community, layer upon layer with each successive event.

Resources do exist in the community though they are not focused on these sorts of situations and are not known by community members who need them.

Response: Preliminary research reveals a number of well-established programs across the country. A committee will be formed to:

- Connect the services that do exist with the individuals and neighborhoods in need;
- Assess the level of unmet need; and
- Aided by further research of various possible approaches, make a recommendation to address unmet needs.

The committee should involve, among others, St. Peter's Health Partners, County Mental Health and the Troy and Lansingburgh School Districts.

Recommendation 13:

Convene a work group to explore options to divert youthful offenders out of the formal criminal justice system.

Issue: Research has shown that many youth in the juvenile justice system are there for relatively minor offenses, have significant mental health issues, and end up in out-of-home placement or on probation by default.

Diversion programs are alternatives to initial or continued formal processing of youth in the juvenile delinquency system. Their purpose is to redirect youthful offenders from the justice system through programming, supervision, and supports. The benefits of diversion programs have been well documented, and include:

- Diverting youth who have committed minor offenses away from the system and towards community-based treatment and support options is a more appropriate response than confinement, and a more productive way of addressing and preventing future delinquency.
- Formally processing youth through the juvenile justice system does more harm than good by perpetuating delinquency through "labeling" and exposing youth to circumstances within juvenile and adult correctional institutions that may actually increase delinquency.
- Reduction of premature involvement in the "deep end" of the juvenile delinquency system;
- Reduction in out-of-home placements, especially for younger children;
- maintaining youth connectedness and engagement in the community by keeping the youth in his/her environment; and
- Reduction in cost compared to court processing and/or secure placement.
- Diversion can be an integral part of a graduated continuum of options for youth already involved or at risk of becoming involved with the juvenile justice system.

Response: A work group will be formed to explore the interest in and feasibility of creating a formal program to divert youth out of the traditional criminal justice system. Participants will need to include the District Attorney's Office, the Court system, County Probation as well as community advocates.

(Note: This activity goes beyond mere policing but was included based on the passion of the comments. While the PD will play a role in this activity it is critically dependent on support of other governmental entities.)

Recommendation 14:

Convene a work group to explore options to expand re-entry services.

Issue: Re-entry services are a critical and necessary service in the transition from incarceration to a productive life in the community. Comments made to and by members of the steering committee highlight the scarcity of resources currently available in Rensselaer County. By all accounts existing programs are well-regarded, but existing resources (budgetary or staffing) are extremely tight and are not always available in the County. Additionally, indications are that state funding may be reduced for re-entry programs.

Response: A work group will be formed to explore the existing gaps in re-entry services in the City of Troy. Participants will need to include the District Attorney's Office, the Court system, County Probation as well as community advocates.

(Note: This activity also goes beyond mere policing yet is included based on the passion of the comments. While the PD will play a role in this activity it is critically dependent on support of other governmental entities.)

Recommendation 15:

Establish an Oversight Committee to Track Implementation of PRRC Recommendations

Issue: The forgoing recommendations all occur over varying time frames in the months ahead. Progress should be monitored to ensure that it stays on track and ensure that it achieves the desired results (and modified if it does not).

Response: An oversight committee will be formed with the express purpose of monitoring the progress and efficacy of the foregoing recommendations. The Committee should meet no less than quarterly and will produce an annual report to the Mayor and City Council. The annual report will make note of progress made to create greater transparency, accountability and trust in our police operations.

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Mayor's Closing Statement

The Police Reform and Reinvention Collaborative was an important and useful undertaking to begin discussions among citizens, police leadership, service providers and others in the criminal justice sector. The dialogue raised important concerns and concepts that will influence policy and practices in the months and years ahead.

This work alone, however, is not sufficient. It overly addresses symptoms to the exclusion of causes. A number of comments captured this point. Policing is but one aspect of a complex and interrelated social system in which your standing depends greatly on luck. The luck of where you were born and who you were born to.

It is widely understood that criminal justice exposure is fundamentally linked to underlying inequalities in distributions of power and wealth. It burdens the same neighborhoods that have been weighed down by disinvestment, inadequate and unsafe housing, underfunded schools, food insecurity, public health deficits, lack of jobs and other factors, often for generations.

While building a stronger partnership between the police and the community is a critically important endeavor, the overall health of our communities needs also to be brought to the forefront of our thinking. The topics of youth programming, job training, mental health assistance, diversion, re-entry, and efforts to increase resources for these and other programs were frequent topics of discussion during the listening sessions. Better resourcing in these arenas could give everyone a fairer chance and prevent people from becoming entangled in the criminal justice system in the first place.

The recommendations outlined in this report are first steps in an ongoing effort. Real change will require a commitment to open dialogue and engagement between the City, the Police Department, and our residents. It also requires a

greater level of investment from our state and federal governments in our cities and their people.

I thank the community and committee members for their involvement and contributions to this valuable process, and acknowledge the contributions and proactive response from the Troy Police Department to increase trust and strengthen their relationship with the residents and families they serve. Despite differences that may exist I am confident in the belief that we all pursue the same goal: a safer, more welcoming community for all.

Patrick Madden
Mayor, City of Troy

