

Findings and Recommendations  
for the  
**City of Poughkeepsie**  
in Response to  
**New York State Executive Order 203**  
**on Police Reform and Reinvention**

Compiled by  
**Poughkeepsie Community Action Collaborative**

**February 28, 2021**

To our elected officials:

The tragic events that transpired across our nation last year are not new. The names repeated by thousands in the streets of Poughkeepsie and millions across the nation were only the most recent to be added to an endless list, one that begins with names forgotten centuries ago and one that continues to grow. What is new is our mass reckoning with the realities of our shared history, and the opportunities afforded by that reckoning.

In New York, this opportunity has been presented in the form of Governor Cuomo's Executive Order 203. In recognition of this unprecedented chance to establish a new path, members of our community united. We formed a coalition, one that will continue to build the road so many before us have labored on, and one that leads to a future long imagined and indeed promised. From the outset we have understood that opportunity has different meanings to different people.

Opportunity is a given for some amongst our community, a thing more accurately described as privilege.

But for far too many in our community, opportunity has been a false promise perpetuated throughout their lives and throughout history. The promise of opportunity has presented a never ending challenge for these members of our group.

Joined together, we seek to reconcile this duality of opportunity and challenge.

When systemic injustices have been revealed in the past for all to see, those in power have occasionally acquiesced to the voices crying out. They cut a tiny sliver off their incomparably larger portion of the pie and set it in a room where their smiles, born of having gotten off easy, can't be seen.

Given this historical precedent, we knew this is precisely what would happen if we didn't band together and put our all into this endeavor. The voice of power saying, "You'll take what we give you, and you'll thank us for it," rings through history. And so you see, for us it was never about taking what's offered, but instead earning what's ours.

Executive Order 203 cannot be another in a long line of false promises; this dream can no longer be deferred. The aspirational words are left on this page, and the product of our community's earnest blood, sweat, and tears follow. We hope you're proud of what we have come together to achieve and will take it as seriously as we have.

It may not seem like it, but you have a chance to change the lives of tens of thousands now, and so many more in future generations. What's detailed herein is the first step down that road, a road we know you'll walk down beside us.

Sincerely,

The Poughkeepsie Community Action Collaborative

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## Executive Summary

In response to Governor Cuomo’s Executive Order 203: New York State Police Reform and Reinvention Collaborative,<sup>1</sup> a large group of community members representing numerous community organizations and local nonprofits began organizing in August 2020 and holding their first of eleven general meetings in early October 2020. This coalition became the Poughkeepsie Community Action Collaborative (PCAC). The members of this collaborative, who care deeply about the people in the City of Poughkeepsie, spent over six months gathering input from community members, researching best practices, reviewing EO203 responses at all levels of government and developing this comprehensive set of recommendations for the City of Poughkeepsie.

Systemic racism by definition pervades all aspects of society, and as such is by no means confined to the criminal justice system or policing. Individuals in the PCAC and the organizations they are affiliated with have long fought for civil rights not just in the criminal justice system, but also in healthcare, education, labor, economic opportunity, voting rights and everywhere else. We understand that many in law enforcement feel scrutiny has unfairly fallen on them over the last year, but at the same time we recognize that the powers and duties conferred to them are entirely unique in their gravity and consequence.

We know that members of law enforcement have an extremely challenging job. Police officers are often faced with having to make split-second decisions, and each decision they make has the potential to lead to positive or dire outcomes. There are no perfect solutions to ensure that every decision will lead to the best outcome. There are, however, approaches and techniques that police departments are implementing across the country to help reduce the probability of a police encounter resulting in unnecessary injury, wrongful death and a myriad of other negative impacts on the communities they work within.

Before developing our recommendations, PCAC members did extensive research on current, evidence-based best practices in policing using many reputable sources such as the U.S. Department of Justice, the National Institute of Justice, the ACLU and the National Center for Mental Health and Juvenile Justice. These sources have been cited throughout the report.

In addition to understanding best practices in police reform, it was critical for us to understand what is currently working and not working in the City of Poughkeepsie. PCAC members attended all of the public forums held in response to EO203, both at the county and local levels. Although some good information was gathered at these forums, we felt that the forums did not effectively capture the voices of those most affected by potential issues with policing.

To help obtain more direct input from City of Poughkeepsie residents, we conducted a survey on policing in the city with the help of two faculty members in Social and Behavioral Science from Marist College and Dutchess Community College. We recognize that no survey is perfect, and all surveys are subject to criticism in terms of how questions are asked and who is surveyed. We hope that the readers of this report will look at the results of the survey in the same manner

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<sup>1</sup> New York State Government website “Executive Order 203: New York State Police Reform and Reinvention Collaborative.” <https://www.governor.ny.gov/news/no-203-new-york-state-police-reform-and-reinvention-collaborative>

they were gathered and analyzed – with the intent of hearing the unfiltered voice of City of Poughkeepsie residents who may be most affected by the EO203 efforts.

As part of our fact finding, the PCAC also obtained and summarized publicly available data on the City of Poughkeepsie, such as overall population, demographics, economic data, unemployment trends, homelessness (houselessness), crime rates and trends in police funding.

After gathering initial data and other information, the PCAC divided up into volunteer committees to perform further research and develop recommendations in each of the following areas:

- Harmful Policies and Police Training
- Police Oversight
- Community Policing
- Diversity in the Police Force
- Policing in Schools and Support for Our Youth
- Mental Health and Substance Use
- Alternatives to Calling the Police

After dozens of committee meetings beyond the general PCAC meetings, the findings and recommendations were then compiled and reviewed with the broader Collaborative to obtain feedback and refine the report.

Following the general data and community survey results, the report has a section for each of the areas listed above. Each section contains our findings on the topic, followed by recommendations tailored specifically for the City of Poughkeepsie.

We believe our recommendations align with the principles of Procedural Justice.<sup>2</sup> It is encouraging that the City of Poughkeepsie and the CPPD have already begun to embrace these principles, through training programs and the formation of the Procedural Justice Committee. We are hopeful that our suggested changes help to build upon the work already started.

Many of our recommendations echo the recommendations of the President’s Task Force on 21st Century Policing,<sup>3</sup> the New York State EO203 guide,<sup>4</sup> the Dutchess County EO203 Plan<sup>5</sup> and the recommendations made by the Procedural Justice Committee.<sup>6</sup>

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<sup>2</sup> Quattlebaum, Megan; Tracey Meares and Tom Tyler. “Principles of Procedurally Just Policing.” *The Justice Collaboratory at Yale Law School*, January 2018.

<sup>3</sup> President’s Task Force on 21st Century Policing. (2015) “Final Report of the President’s Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

<sup>4</sup> New York State Police Reform and Reinvention Collaborative. “Resources & Guide for Public Officials and Citizens.” August 2020.

[https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Police\\_Reform\\_Workbook81720.pdf](https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Police_Reform_Workbook81720.pdf)

<sup>5</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>

<sup>6</sup> City of Poughkeepsie website “Procedural Justice Committee Releases Recommendations Regarding Governor’s Executive Order on Police Reforms” dated December 21, 2020:

<https://cityofpoughkeepsie.com/policecollaborativeplan/2020/12/21/procedural-justice-committee-releases-recommendations-regarding-governors-executive-order-on-police-reforms/>

We believe that the recommendations in this report are reasonable. We understand that change is difficult and takes time, which is why we have focused on recommendations that we feel can be implemented without any major impediments to the current state of affairs and strategies, while also providing a framework to build upon in the months and years to come.

As we stated at the beginning of this summary, we are all community stakeholders who care deeply about the City of Poughkeepsie, and we are committed to working with the Common Council, the Mayor and the Police Department to drive positive change. We hope that this report will serve as a framework for this change. We continue to be dedicated to being a part of the ongoing solution.

We believe many of the findings and recommendations in this report are applicable to other cities, towns and villages in Dutchess and surrounding counties, and we encourage other local governments and police departments to leverage this work in their own police reform and modernization efforts.

Thank you for reviewing and considering our input. Any feedback or questions regarding this report may be directed to [PCAC@equitablefuture.org](mailto:PCAC@equitablefuture.org).

## **About the Poughkeepsie Community Action Collaborative (PCAC)**

### **Who we are:**

We're a collaborative of local organizations and residents driving change toward equality and equity.

### **Mission statement:**

To bring transparency, accountability and legitimacy of police to the people they serve while maximizing the impact of services that best address our community's needs.

### **Scope:**

Our initial focus for action is Governor Cuomo's Executive Order 203: New York State Police Reform and Reinvention Collaborative,<sup>7</sup> which was issued on Jun 12, 2020. Efforts are concentrated on the City of Poughkeepsie while radiating out into the surrounding area.

### **Development of this Report**

Well over 50 individuals participated in PCAC meetings, researched police reform, submitted ideas and/or helped in the creation of this report. Many of these participants represent local community organizations and nonprofits. One of the ground rules we established when we launched the PCAC was to create a "safe space" where participants could speak openly without fear of judgement or reprisal. It was in this spirit that we decided to not list participants by name. In addition to member organizations, we engaged many other local organizations in our fact finding and the development of recommendations.

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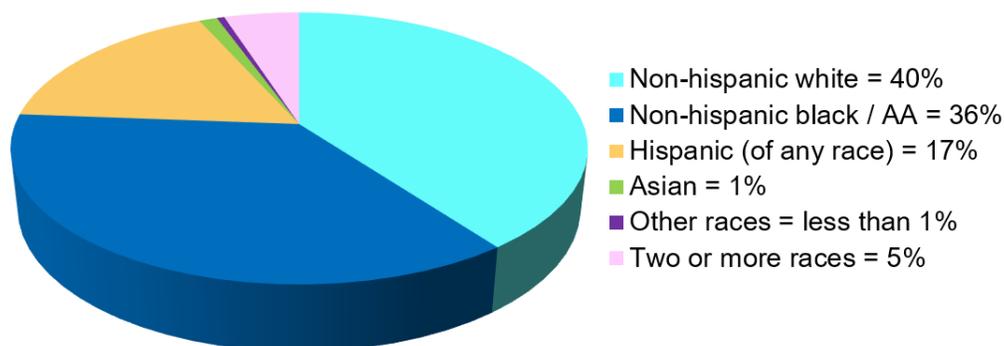
<sup>7</sup> New York State Government website "Executive Order 203: New York State Police Reform and Reinvention Collaborative." <https://www.governor.ny.gov/news/no-203-new-york-state-police-reform-and-reinvention-collaborative>

## City of Poughkeepsie Data

According to the 2014-2018 American Community Survey,<sup>8</sup> the population in the City of Poughkeepsie in 2018 was 30,356. This was down 7.3% from 2010, when the population was 32,736 according to the 2010 census. The average age in 2018 was 36.9, with 15.5% of the population over 65.

As Executive Order 203 was a direct response to “a long and painful history in New York State of discrimination and mistreatment of Black and African-American citizens” and “racially-biased law enforcement” it is important to consider the fact that the City of Poughkeepsie has a very diverse population. The chart below shows the 2018 demographics by race and ethnicity.<sup>9</sup> The percentage of Black and Latinx residents is about three times higher in the City of Poughkeepsie than Dutchess County overall. The percentage is even higher in the City of Poughkeepsie public schools with 94% of the students being non-white.<sup>10</sup>

### City of Poughkeepsie Demographics (2018 data)



## Economic Data

In 2018, 22.2% of the residents in the City of Poughkeepsie were living below the poverty line. This means nearly one in four residents live in poverty. This was an increase from 21.1% in 2000. This rate is more than double the rate for Dutchess County overall, where the percentage of residents below the poverty line in 2018 was 9.2%.

The percentage of children under 18 living below the poverty line in the City of Poughkeepsie in 2018 was 26.3%, which indicates a critical need to increase funding for youth programs. Data from 2017<sup>11</sup> showed that more than 85% of the students in Poughkeepsie Middle School qualified for the free lunch program.

Before the COVID-19 pandemic, the unemployment rate for the City of Poughkeepsie has followed a similar trend to the unemployment rates in New York State and the U.S. as a whole, although the rate has been historically higher than the state and national levels and has been on

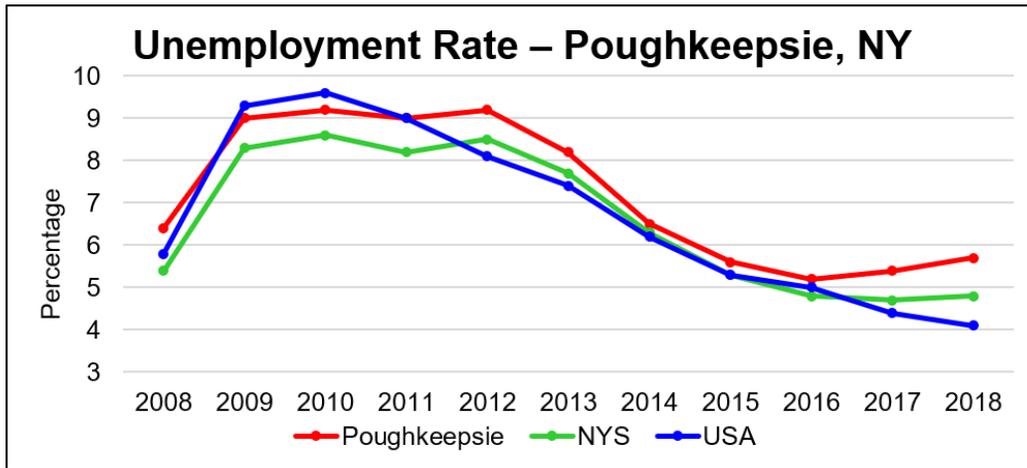
<sup>8</sup> United States Census Bureau “2014-2018 American Community Survey 5-Year Estimates”: <https://www.census.gov/programs-surveys/acs/data.html>.

<sup>9</sup> Data USA: Poughkeepsie, NY: <https://datausa.io/profile/geo/poughkeepsie-ny>

<sup>10</sup> New York State Education Department Enrollment Data (2018-2019). <https://data.nysed.gov/enrollment.php?year=2019&instid=800000053351>

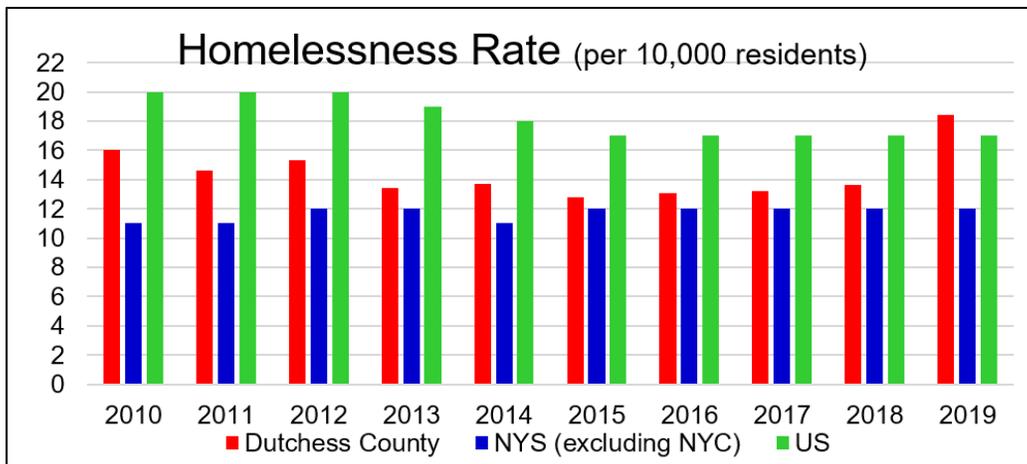
<sup>11</sup> Gusick, Erica. “The Free Lunch Program Poughkeepsie vs. Dutchess County.” The Groundhog, May 2, 2017.

the rise since 2016. The ten year trend is shown in the chart below.<sup>12</sup> Unemployment has risen dramatically as a result of the pandemic, making it even more challenging for many residents to support their families.



### Homelessness

Homelessness, which can also be expressed as people experiencing “houselessness”, has been a growing problem in the City of Poughkeepsie, even before the global pandemic. Data on homelessness is measured and reported annually by the U.S. Department of Housing and Urban Development using a “Point in Time” or PIT count of the number of people living in shelters within a 10 day period in January. The data generally understates the actual homeless population. As shown in the chart below,<sup>13</sup> the homelessness rate in Dutchess County is increasing. In 2019, the PIT count for Dutchess County was 533 individuals, which was the highest number since 2008 and represented a 33.6% increase over 2018. About one third of the homeless are under the age of 18. Local agencies estimate the actual homeless population in the County to be 1,724 individuals.<sup>14</sup>



<sup>12</sup> Civic Dashboards website “Unemployment rate for Poughkeepsie, NY.”

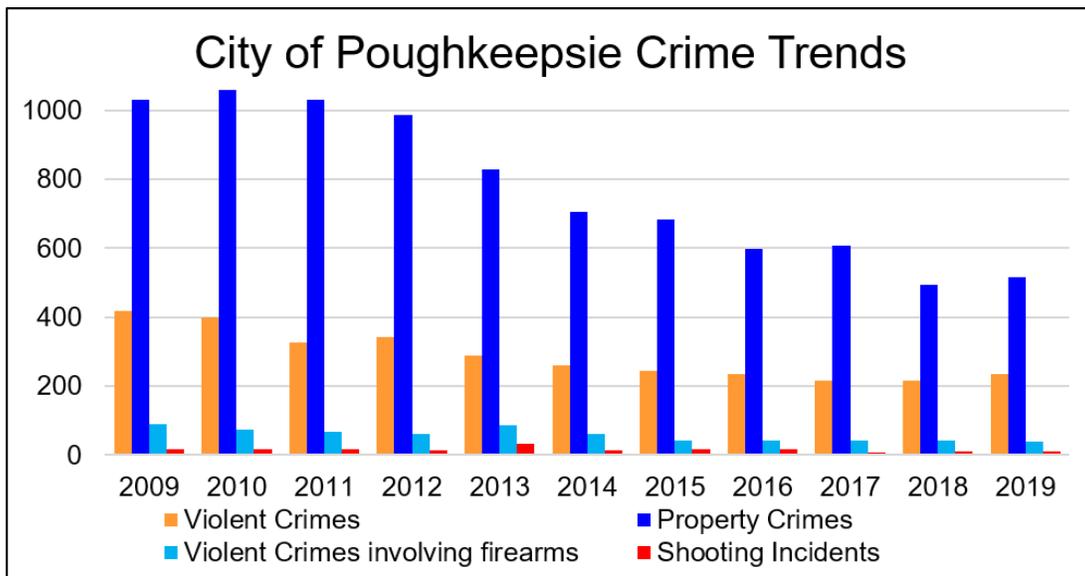
[https://www.cividdashboards.com/city/poughkeepsie-ny-16000US3659641/unemployment\\_rate](https://www.cividdashboards.com/city/poughkeepsie-ny-16000US3659641/unemployment_rate)

<sup>13</sup> Mid-Hudson Valley Community Profiles website: <https://mhvcommunityprofiles.org/housing/homeless-persons>

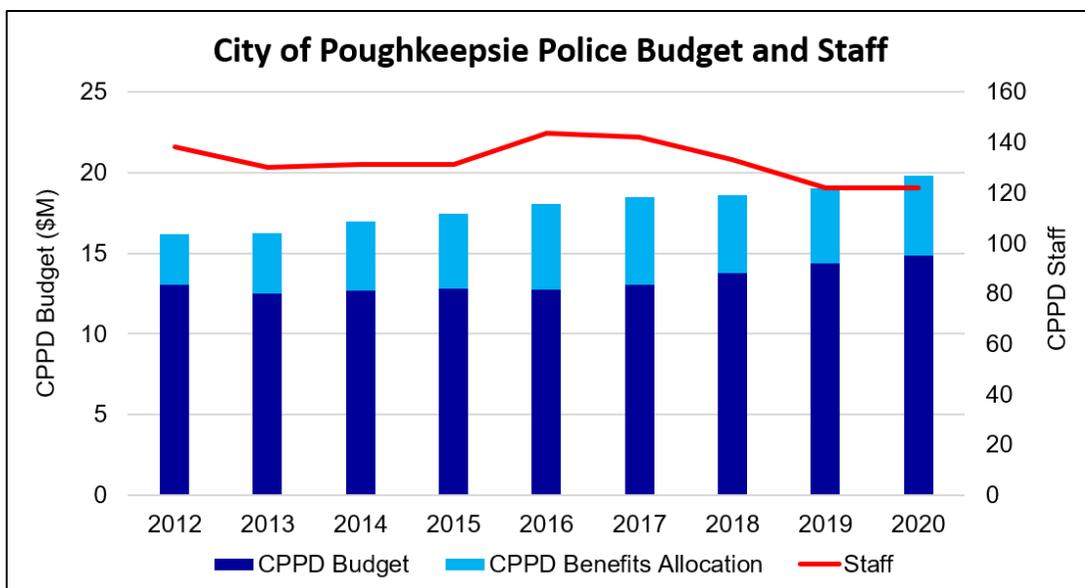
<sup>14</sup> Ali, Saba. “Homeless population in Dutchess County growing, remaining homeless longer.” The Poughkeepsie Journal, January 23, 2020. <https://www.poughkeepsiejournal.com/story/news/local/2020/01/23/dutchess-county-homeless-population-growing-amid-variety-factors/4482162002/>

## Police Funding and Crime Rates

Following national trends, the crime rate in the City of Poughkeepsie has been steadily dropping. According to FBI data, violent crimes have dropped nationally from 747 crimes per 100,000 people in 1993 to 379 in 2019. The chart below shows the drop in violent and property crimes in the City of Poughkeepsie. This data is taken from the New York State Division of Criminal Justice Services report titled, “GIVE Jurisdictions Index Crime and Firearm Activity 10-Year Trend.”<sup>15</sup>



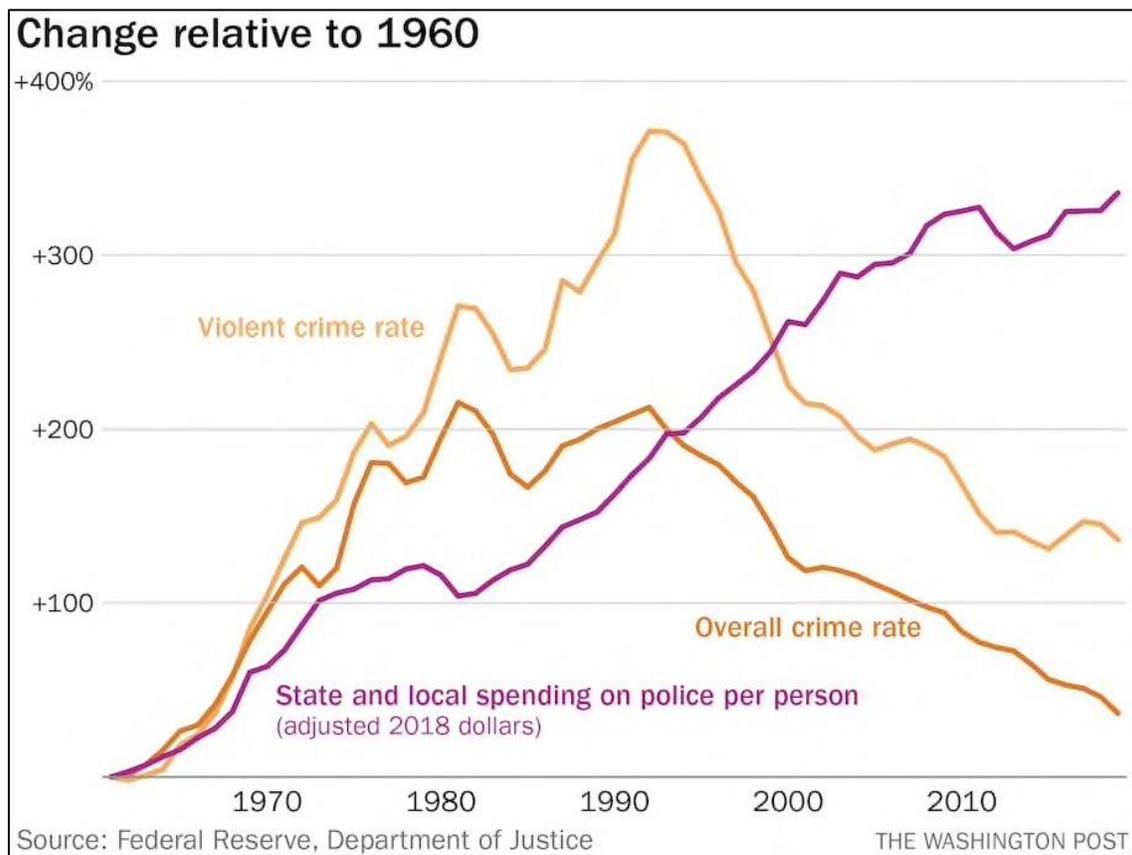
Though the crime rate has dropped, the City of Poughkeepsie Police Department budget has continued to increase at a higher rate than the inflation rate over a period where the population has decreased by over 5%.



<sup>15</sup> New York State Division of Criminal Justice Services (2019) “GIVE Jurisdictions Index Crime and Firearm Activity 10-year trend”: <https://www.criminaljustice.ny.gov/crimnet/ojsa/greenbook.pdf>

This budget and staffing data above are taken from financial reports available on the City of Poughkeepsie website.<sup>16</sup> Note that general benefits expense was not broken down by department in the reports, so an allocation method was used to estimate this amount. It is clear spending on police is increasing during a period where crime rates are dropping, even when the benefits allocation is ignored. The CPPD budget is currently about 22% of the total City budget.

Some may conclude from this data that increasing police budgets reduce crime rates, but correlation does not imply causation. Multiple studies have shown that there is no direct relationship between spending and crime rate. One study published in the Washington Post on June 7, 2020<sup>17</sup> demonstrates this point. The article included the graph shown below, which is based on data from the Federal Reserve and the U.S. Department of Justice. The chart shows for more than half the period the data was recorded, decades of increased police spending did nothing to reduce the crime rate. The chart also shows that during the period of downward trending crime, even in the short periods where police spending was temporarily reduced, the crime rate continued to trend downward.

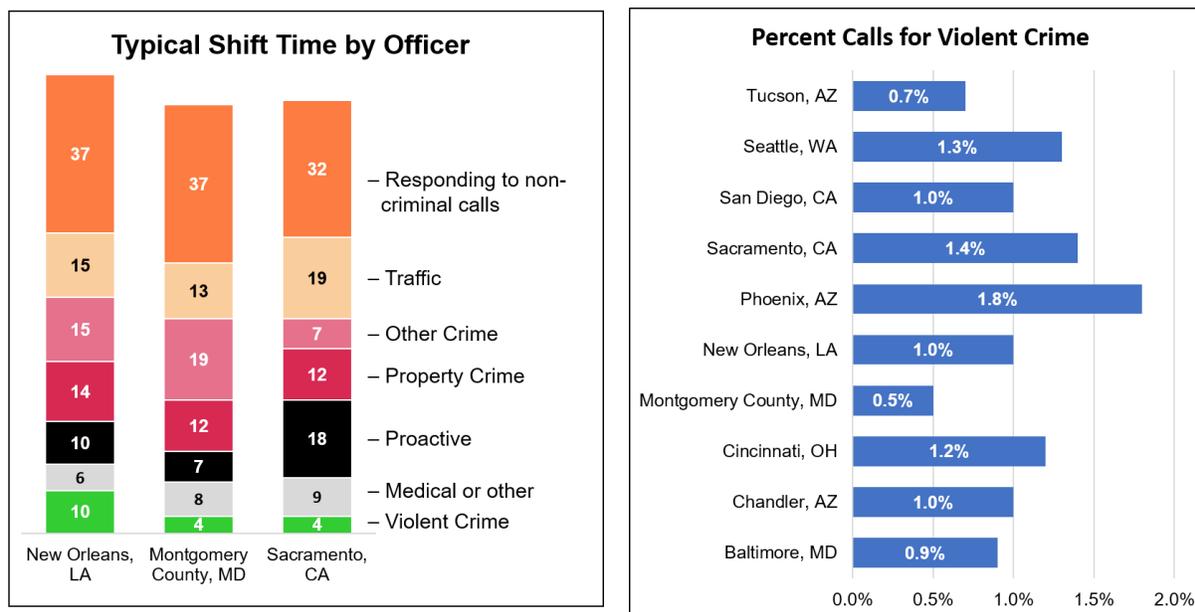


<sup>16</sup> City of Poughkeepsie website – Finance downloads page: <https://cityofpoughkeepsie.com/finance/downloads/>

<sup>17</sup> Bump, Philip. “Over the past 60 years, more spending on police hasn’t necessarily meant less crime.” *The Washington Post*, June 7, 2020. <https://www.washingtonpost.com/politics/2020/06/07/over-past-60-years-more-spending-police-hasnt-necessarily-meant-less-crime/>

## Data on how police spend their time

Many studies have been published over the last ten years on how law enforcement officers spend their time. These studies show that only a small percentage of time is spent responding to and investigating violent crime. A large percentage of officers' time is spent responding to non-criminal calls or managing traffic. Below is some representative data that was published by the New York Times in June of 2020:<sup>18</sup>



Although we have not been able to obtain similar data for the City of Poughkeepsie Police Department, it is reasonable to believe that the CPPD data would not be significantly different.

Police are often asked to respond to non-threatening situations for which they may not have the education, training, experience and general background to best address the situation, such as responding to a community member undergoing a mental health crisis or experiencing substance use disorder. Although the police receive some training in these areas, they are not as qualified in dealing with these types of situations as other local organizations and professionals who specialize in these fields, a point officers and police leaders often state. Unfortunately, most of these support organizations are not for profit and often struggle for funding. In recognition of this issue, many cities across the country are redirecting funds and resources to organizations and professionals that specialize in dealing with mental health substance use, homelessness conflict resolution, crowd control and other non-threatening and non-criminal behaviors and events.

<sup>18</sup> Asher, Jeff and Ben Horwitz. "How Do the Police Actually Spend Their Time?" *The New York Times*, June 19, 2020. <https://www.nytimes.com/2020/06/19/upshot/unrest-police-time-violent-crime.html>

# PCAC 2021 Community Survey on Policing

## Survey Construction and Data Collection

The survey consisted of 22 questions asking participants for demographic information, their attitudes toward police in the city, ideal role of police in their community, and the nature of interactions they have had with the police over the last five years.

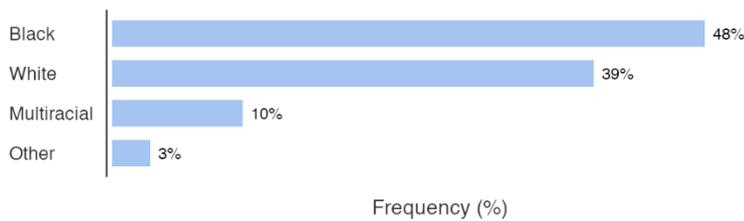
Paper copies of the survey were distributed at the Poughkeepsie bus depot, on and around Main Street, and at several nonprofit organizations. A total of 91 participants filled out the survey. Twenty-nine participants filled out the survey online and 62 participants filled out the survey on paper.

## Characteristics of Sample

Of those who self-reported demographic information, a majority were nonwhite (61%), male (57%), and lived on or north of Main Street (67%). The average age of participants was 41.75 years and the average number of years living in the City of Poughkeepsie was 18.86 years. 42% (38/91) of participants self-reported having been a victim of a crime in the City of Poughkeepsie.

Those filling out the survey on paper (versus filling the survey out online) had a higher proportion of male residents,  $X^2(3) = 7.45, p = .059$ , and northside residents,  $X^2(2) = 6.06, p = .048$ , and significantly more years living in Poughkeepsie,  $t(64) = 2.00, p = .049$ .

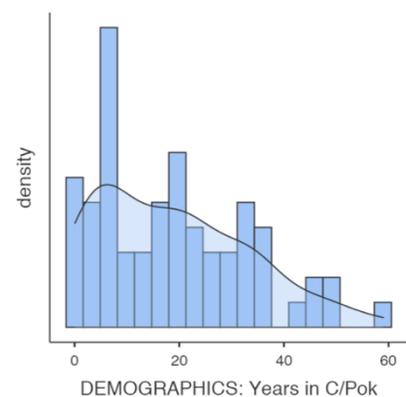
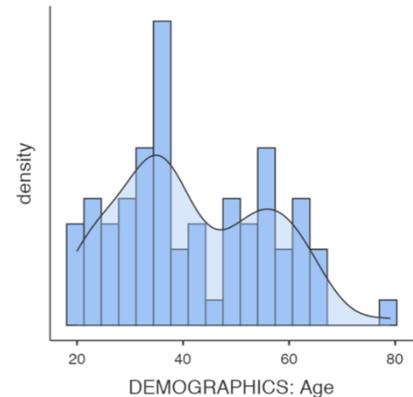
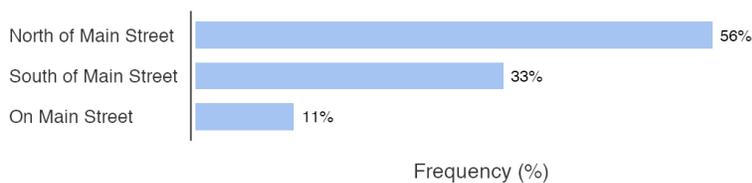
Participant Race (n = 67)



Participant Gender (n = 70)

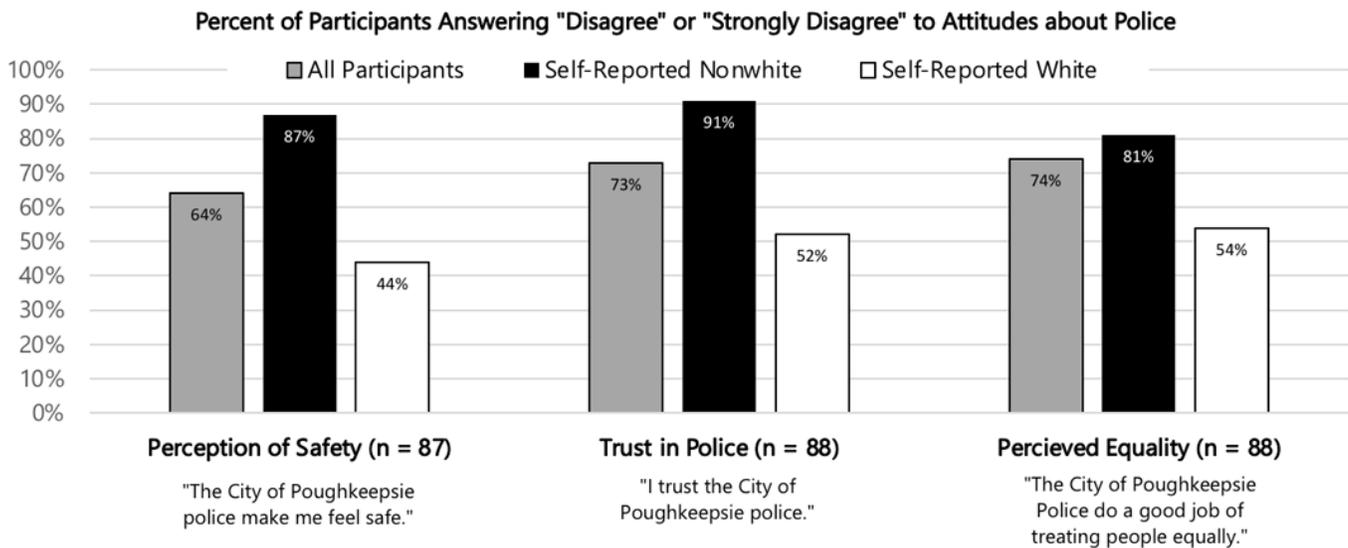


Where Participant Lives (n = 66)



### Perceived Safety, Trust, and Equality (n = 87)

- Participants were asked to indicate their agreement to statements about their attitudes towards City of Poughkeepsie police on a scale of 1 (Strongly Disagree) to 4 (Strongly Agree). Significantly more people responded “disagree” or “strongly disagree” than “agree” or “strongly agree” to the following three questions,  $ps < .01$ :
  - Perceived Safety: “The City of Poughkeepsie Police make me feel safe.”
  - Trust in Police: “I trust the City of Poughkeepsie Police.”
  - Perceived Equality: “The City of Poughkeepsie Police do a good job of treating people equally.”
- Nonwhite participants responded “disagree” or “strongly disagree” significantly more often than white participants in response to Perceived Safety,  $X^2(1) = 8.05, p = .004$ , Trust in Police,  $X^2(1) = 7.99, p = .005$ , and Perceived Equality,  $X^2(1) = 6.25, p = .012$ .



### Ideal Police Presence (n = 88)

When asked “Relative to now, what would be your ideal level of police presence in the City of Poughkeepsie”, 34% of participants responded either “much less presence” or “slightly less presence”, 36% responded “same amount of presence”, 28% responded “much more presence” or “slightly more presence”.

### Reporting a Crime (n = 89)

When asked “How likely would you be to call the City of Poughkeepsie police if you thought a crime was being or had been committed”, a higher percentage (42%) were “unlikely” or “very unlikely” than “likely” or “very likely” (33%), and 26% were unsure.

- Likelihood of reporting a crime was positively correlated with Perception of Safety, Trust in Police, and Perceived Equality, all  $ps < .05$ .

### Cooperating with the Police (n = 90)

When asked “How likely would you be to cooperate with the City of Poughkeepsie police if they had questions about a crime that was committed”, 34% were “unlikely” or “very unlikely”. 28% were “likely” or “very likely”, and 38% were unsure.

- White participants rated their agreement significantly higher than nonwhite participants,  $t(65) = 2.54, p = .013$ .
- Likelihood of cooperating with the police was positively correlated with Perception of Safety, Trust in Police, and Perceived Equality, all  $ps < .05$ .

### Filing a Complaint (n = 86)

- Of the 86 participants who answered the question, a majority (59%) of participants responded “disagree” or “strongly disagree” with the statement “I am comfortable filing a complaint against the City of Poughkeepsie police with the City of Poughkeepsie Police Department”. 23% of participants responded “agree” or “strongly agree”. 17% neither agreed nor disagreed with the statement.
- 39% responded “disagree” or “strongly disagree” that they “would be fearful of retaliation/reprisal if [they] submitted a complaint”. 37% responded “agree” or “strongly agree” and 14% neither agreed nor disagreed.

### Types of Interaction

62% of responding participants (55/89) reported having had at least one interaction with the City of Poughkeepsie police in the last five years. Of these, 41 self-identified as nonwhite, 25 as White, and 23 did not self-report their race. There was no significant difference between White and nonwhite participants in proportion reporting an interaction with the police,  $p = .314$ . A majority of respondents who reported an interaction with the police were stopped by police while driving ( $n = 26$ ).

	Total #	% of All ( $n = 89$ )	% of White ( $n=25$ )	% of Nonwhite ( $n=41$ )
Stopped on foot	12	13%	16%	12%
Stopped while driving	26	29%	28%	32%
Was provided assistance as a victim	7	8%	12%	5%
Was asked questions as a witness	8	9%	12%	7%
Was arrested	15	17%	12%	22%
Called police to ask a question	12	13%	20%	10%
Called police to report a crime	15	17%	24%	12%

### Reports of Police Behavior During Interactions

Participants were asked to indicate if they experienced officers engaging in each of the four complaint categories used by the NYC Civilian Complaint Review Board (discourtesy, offensive language, abuse of authority, force).

69% of participants (38/55) who reported an interaction with the police reported at least one of the four complaints for a total of 97 complaints. The average number of complaints made by participants was 2.55 (SD 1.27). There was no significant difference in proportion of complaints between White and nonwhite participants.

	# of Complaints	% of All ( $n = 55$ )	% of White ( $n = 14$ )	% of Nonwhite ( $n = 28$ )
Discourtesy	33	60%	50%	68%
Offensive Language	18	33%	29%	36%
Abuse of Authority	28	51%	36%	57%
Excessive Use of Force	18	33%	29%	39%

### Opinion on Police Treatment During Interactions

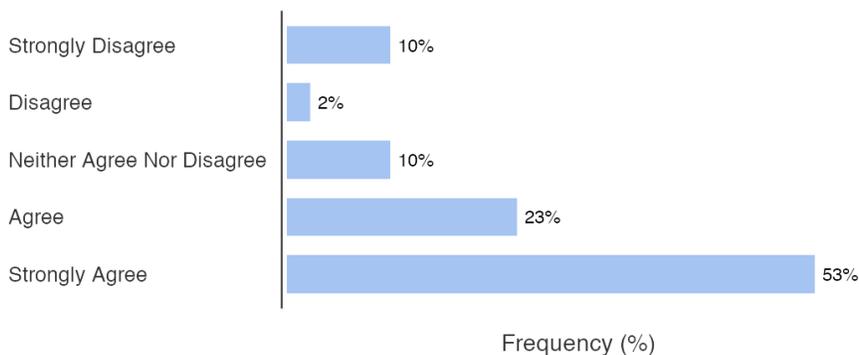
Participants were asked to what extent they agreed with a number of statements about how they were treated by police during their interactions. When ratings (1-4) for the five questions were averaged, there was not a significant difference in ratings between White and nonwhite participants,  $p = .176$ .

	Disagree or Strongly Disagree	Agree or Strongly Agree
"The police treated me fairly." (n = 52)	60%	40%
"The police allowed me and others to express my views before making decisions." (n = 52)	69%	31%
"The police clearly explained the decisions they made." (n = 53)	70%	30%
"The police treated me with respect and dignity." (n = 51)	63%	37%
"The police showed concern for my rights." (n = 52)	69%	31%

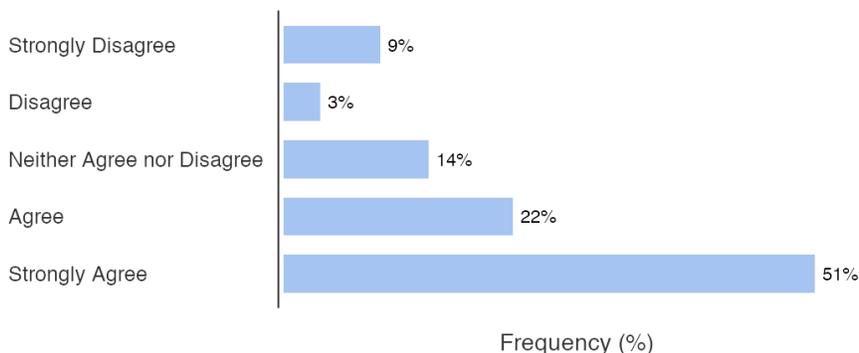
### Civilian Review Board (n = 86)

Over three fourths of participants (76%) agreed or strongly agreed that "there should be a Civilian Review Board to receive and investigate complaints against the City of Poughkeepsie police." A majority (63%) indicated that "a civilian review board should be able to discipline City of Poughkeepsie police for misconduct." Participation from former police officers, judges, and prosecutors was more mixed, with 51% disagreeing or strongly disagreeing with their participation, and 33% agreeing or strongly agreeing.

*"There should be a Civilian Review Board to receive and investigate complaints against the City of Poughkeepsie police."*



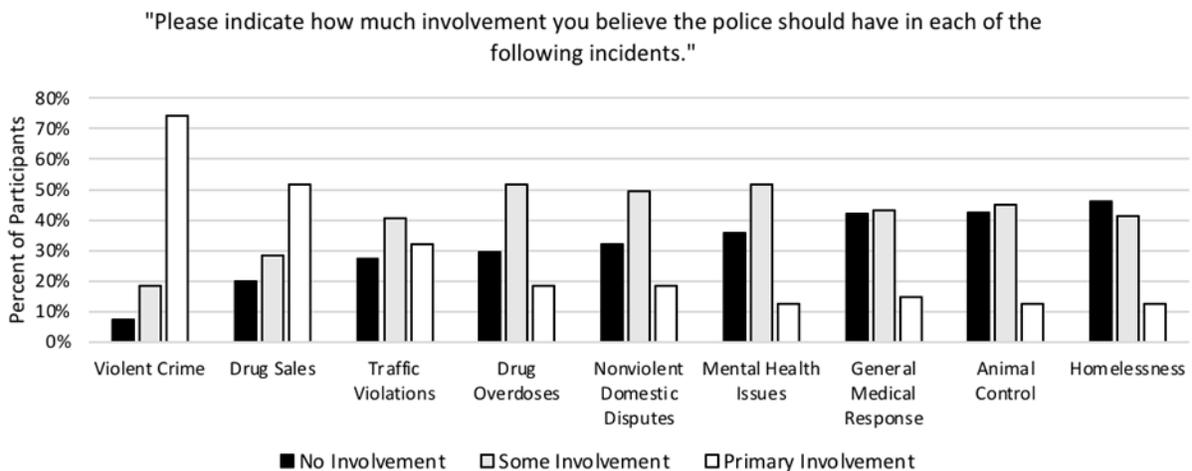
*"A Civilian Review Board should be able to discipline City of Poughkeepsie police for misconduct."*



	Disagree or Strongly Disagree	Neither Agree or Disagree	Agree or Strongly Agree
<b>Role of Police in Schools (n = 83)</b> "City of Poughkeepsie police should be stationed in our schools." (n = 83)	37%	17%	<b>48%</b>
<b>Police Access to Military Equipment (n = 82)</b> "City of Poughkeepsie police should have access to military equipment like armored vehicles, assault rifles, and tear gas." (n = 82)	<b>63%</b>	18%	18%
<b>Police Use of Body Cameras (n = 83)</b> "City of Poughkeepsie police should be equipped with body cameras that record all interactions with the public." (n = 83)	14%	2%	<b>84%</b>

### Police Involvement in Various Incidents (n = 81)

Participants were asked to indicate "how much involvement [they] believe the police should have" in a number of incident types. A majority of participants indicated believing police should have primary involvement in violent crime and drug sales. A majority of participants indicated believing police should have some involvement in traffic violations, drug overdoses, and nonviolent domestic disputes. For general medical responses, animal control, and homelessness, a majority of participants indicated believing that police should have no involvement or some involvement.



## Harmful Policies and Police Training

The PCAC completed a thorough review of the City of Poughkeepsie Police Department Policy Manual (Copyright Lexipol, LLC 2020/10/08).<sup>19</sup> The CPPD Policy Manual has been created and updated by Lexipol, LLC, which is a California-based for-profit consulting company founded by former law enforcement officers turned lawyers. The CPPD pays approximately \$12,000 per year<sup>20</sup> for this service. Although the use of expert consultants is not unusual for any organization, Lexipol has no knowledge of the specific issues in our community, and according to the ACLU and other legal experts, Lexipol drafted manuals “focus on vaguer, more flexible policies [that] can shield officers from accountability and hinder reform.”<sup>21</sup> We recognize that Lexipol has written the CPPD Policy Manual collaboratively with CPPD input, however, a review of policy manuals in other cities and towns that utilize Lexipol has shown that the overwhelming majority of the manual is based on boilerplate or “one-size-fits-all” Lexipol language. In the spirit of procedural justice, we believe that police policy needs to reflect the specific needs of the community to be policed and that the community should have a strong voice in the review of policies that directly affect them.

The current policies in the CPPD Policy Manual were compared with the recommendations made in the Dutchess County EO203 Plan<sup>22</sup> and by the Procedural Justice Committee,<sup>23</sup> as well as evidence-based best practices in policing from many reputable sources. Our review focused on the following eight areas:

1. Use of Force
2. Racial or bias-based profiling
3. Use of body cameras
4. No knock warrants
5. Data and transparency
6. Community involvement in policy changes
7. Early Intervention Systems (EIS)
8. Police training

Recommended changes in current policies and recommendations for legislative change were repeatedly discussed and continuously developed for each of these focus areas. Many of our suggested changes echo the recommendations made in the Dutchess County EO203 Plan and by the Procedural Justice Committee.

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<sup>19</sup> City of Poughkeepsie website. “City of Poughkeepsie Police Department Policy Manual.” *Lexipol, LLC* October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/CPPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/CPPD_policy.pdf)

<sup>20</sup> Information on CPPD annual spending was obtained through a FOIL request.

<sup>21</sup> Morris, Scott. “Police Policy for Sale.” *The Appeal*, February 13, 2019. <https://theappeal.org/lexipol-police-policy-company/>

<sup>22</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>

<sup>23</sup> City of Poughkeepsie website “Procedural Justice Committee Releases Recommendations Regarding Governor’s Executive Order on Police Reforms” dated December 21, 2020: <https://cityofpoughkeepsie.com/policecollaborativeplan/2020/12/21/procedural-justice-committee-releases-recommendations-regarding-governors-executive-order-on-police-reforms/>

## Use of Force policies

One of the most common changes in police policy reform across the country is to expand policies and training on de-escalation and other proven techniques to minimize use of force, such as the concept of “Proportionality”, “Distance, Cover and Time” and a “Force Continuum”.

According to “Law Enforcement Best Practices – Lessons Learned from the Field” published by the U.S. Department of Justice’s Community Oriented Policing Services (COPS),<sup>24</sup> “Clinical research suggests de-escalation is effective at reducing the transition from aggression to violence or use of force in 80 percent of incidents.”

Many research-based studies have been published over the last five years that can be used to assess current Use of Force policies and update them to ensure that police officers use the minimal force necessary to reduce immediate threats. These studies include:

1. “Guiding Principles On Use of Force” published by the Police Executive Research Forum (PERF) in March 2016.
2. “National Consensus Policy and Discussion Paper on Use of Force” developed by a collaborative of 11 top law enforcement leadership and labor organizations in the U.S., originally published in October 2017, revised July 2020.
3. “Use of Force Model Policy” published by the New York State Municipal Police Training Council in September 2020.
4. “The Civil Rights Division’s Pattern and Practice Police Reform Work: 1994-Present” published by the Civil Rights Division U.S. Department of Justice in January 2017.
5. “Police Violence, Use of Force Policies, and Public Health” published in the *American Journal of Law & Medicine* in 2017.
6. “Examining the Role of Use of Force Policies in Ending Police Violence”, an extensive research project conducted by Samuel Sinyangwe in September 2016. This study provided the foundation for Campaign Zero’s “Police Use of Force Project”.

The study by the Civil Rights Division of the U.S. Department of Justice cited above, lists the following “Use of Force Principles” which should be explicitly stated in police policies and included in police training programs:

- Proportionality and De-Escalation.
- Prohibiting the Use of Retaliatory Force.
- Limits on Choke or Neck Holds, and Head Strikes. [now addressed in NYS law]
- Limits on Use of Force on Handcuffed or Restrained People.
- Clear Policies on Specific Weapons, Including Firearms and Less-Lethal Weapons.
- Systems for Handling Encounters with People with Disabilities or in Mental Health Crisis.
- Providing Necessary Medical Assistance.
- Documenting and Reviewing Uses of Force.<sup>25</sup>

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<sup>24</sup> United States Department of Justice – Community Oriented Policing Services (COPS) “Law Enforcement Best Practices – Lessons Learned from the Field.”: <https://cops.usdoj.gov/RIC/Publications/cops-w0875-pub.pdf>

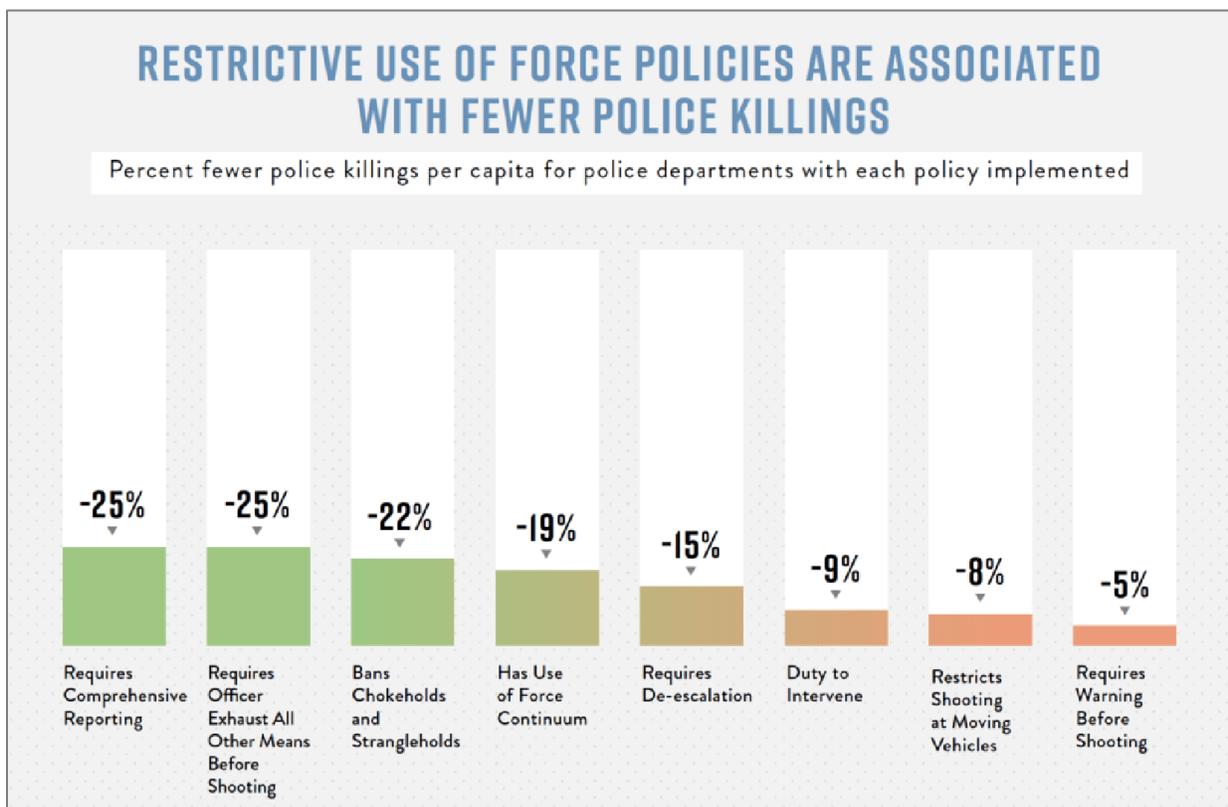
<sup>25</sup> Civil Rights Division U.S. Department of Justice. “The Civil Rights Division’s Pattern and Practice Police Reform Work: 1994-Present.” January 2017. <https://www.justice.gov/crt/file/922421/download>

A study published in 2016 by Campaign Zero,<sup>26</sup> which was based on the Samuel Sinyangwe study cited above, looked at the policies of 91 police departments from cities across the country. The study found that “only 34 of the 91 police departments reviewed require officers to de-escalate situations when possible, before using force.”<sup>27</sup>

As part of their study, Campaign Zero developed the following 8 “Can’t Wait” Police Use of Force recommended policy changes:

- Require de-escalation
- Utilize the Use of Force Continuum
- Ban Chokeholds and Strangleholds [now addressed in NYS law]
- Require Warning Before Shooting
- Ban Shooting at Moving Vehicles
- Exhaust All Alternatives before Use of Force
- Officers must have a Duty to Intervene
- There must be Comprehensive Reporting

The chart below from Campaign Zero<sup>28</sup> shows that cities that had implemented these policy changes had seen a measurable reduction in police killings.



<sup>26</sup> McKesson, DeRoy, Samuel Sinyangwe, Johnetta Elzie and Brittany Packnett. “Police Use of Force Policy Analysis.” published by Campaign Zero, September 20, 2016: <https://www.joincampaignzero.org/reports>

<sup>27</sup> Campaign Zero. “Police Use of Force Project.” <http://useofforceproject.org/#project>

<sup>28</sup> McKesson, DeRoy, Samuel Sinyangwe, Johnetta Elzie and Brittany Packnett. “Police Use of Force Policy Analysis.” published by Campaign Zero, September 20, 2016: <https://www.joincampaignzero.org/reports>

It is important to recognize that problems that arise from Use of Force incidents are more extensive than the physical harm inflicted on individuals. As these individuals and their families are part of the community, Use of Force thus affects the entire community. The study published by the American Journal of Law & Medicine<sup>29</sup> states that Use of force policies that “often precipitate and absolve police violence [are] not only a legal or moral issue, but distinctly as a public health issue with widespread health impacts for individuals and communities.” Not only does Use of Force inflict physical trauma, its use and threat of use inflict mental trauma that is perceived by the community at large.

Our review of the current City of Poughkeepsie Police Department Policy Manual shows that many of the best practice elements listed above are either missing or are not prominent in the current Use of Force policy section of the manual. For example, Policy 300 – Use of Force,<sup>30</sup> contains only one brief paragraph (subsection 300.3.4) on de-escalation and there is no mention of best practices such as “Proportionality” and “Distance, Cover and Time”. The recommendations below include suggested changes to the current CPPD policies.

### ***Recommendations Use of Force policies***

1. The CPPD Use of Force Policy (Policy #300) should be modified to state that de-escalation is the ***first priority*** in any encounter and that the application of deadly force is a measure to be employed only after other techniques and resources have failed or could not be reasonably employed. The policy should be modeled after the best practices cited above, such as PERF’s “Guiding Principles On Use of Force”<sup>31</sup> and Campaign Zero’s “Model Use of Force Policy.”<sup>32</sup> The CPPD policy should include a requirement to utilize proven techniques to minimize use of force, such as the concepts of “Proportionality” and “Distance, Cover and Time”.
2. Sub-section 300.3.4 titled ALTERNATIVE TACTICS – DE-ESCALATION should be expanded to describe all the specific actions that ***must*** be taken before any officer resorts to use of force. Principle 5 of “Principles of Procedurally Just Policing”<sup>33</sup> states that every police policy manual should include “specific and comprehensive Use of Force guidelines.” The sub-section should describe best practices in de-escalation, from validated sources such as those described above. Placing this section before 300.3.3 PAIN COMPLIANCE TECHNIQUES would mirror the theory behind force continuums.
3. In Section 300.2.1 titled DUTY TO INTERCEDE AND REPORT, the second paragraph should be changed from a recommendation to a requirement: “Any officer who observes another law enforcement officer or a member use force that is potentially beyond that which

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<sup>29</sup> Obasogie, Osagie K. and Zachary Newman. “Police Violence, Use of Force Policies, and Public Health.” *American Journal of Law & Medicine* 43 (2017): 279-295. <https://www.law.berkeley.edu/wp-content/uploads/2018/03/Paper-Obasogie.pdf>

<sup>30</sup> City of Poughkeepsie website. “City of Poughkeepsie Police Department Policy Manual.” *Lexipol, LLC*, October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/CPPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/CPPD_policy.pdf), pp 31-39.

<sup>31</sup> Police Executive Research Forum (PERF). “Guiding Principles On Use of Force.” March 2016. <https://www.policeforum.org/assets/30%20guiding%20principles.pdf>

<sup>32</sup> Campaign Zero. “Model Use of Force Policy.” <https://static1.squarespace.com/static/55ad38b1e4b0185f0285195f/t/5deffeb7e827c13873eaf07c/1576009400070/Campaign+Zero+Model+Use+of+Force+Policy.pdf>

<sup>33</sup> Quattlebaum, Megan; Tracey Meares and Tom Tyler. “Principles of Procedurally Just Policing.” *The Justice Collaboratory at Yale Law School*, January 2018, pp 16-17.

is objectively reasonable under the circumstances ~~should~~ **must** report these observations to a supervisor as soon as feasible.” The policy needs to be consistent with New York State executive law section 75(5) which states that excessive use of force shall be promptly reported to the New York State law enforcement misconduct investigative office by an officer who witnesses it, and this should be prioritized over reporting to a supervisor who could possibly dissuade the officer from doing so. The CPPD should also document specific disciplinary actions that would be taken if officers fail to report such observations.

4. Sub-section 300.4.1 titled MOVING VEHICLES should echo the Dutchess County Sheriff’s policy<sup>34</sup> “Shooting at moving vehicles **is not authorized** unless the member reasonably believes that any occupant(s) of the vehicle are about to use deadly physical force against the member or another person and there are no avenues of avoidance, or believes the operator or any of its occupants intends to commit a felony that could cause serious bodily injury or death to the member or another person.”
5. Sub-section 300.6 “MEDICAL CONSIDERATIONS” should be more strongly worded to require that immediate medical attention be provided to anyone involved in a use of force incident. Cause of action is provided in New York State civil rights law section 28 regarding medical attention, but requiring immediate attention would be the ethical remedy and could possibly save the city from litigation costs in the case of such cause of action.
6. Reporting of Use of Force incidents must be thorough and transparent. The CPPD should implement a policy for public reporting of Use of Force incidents similar to the following used by the City of Beacon Police:<sup>35</sup> “In an effort to enhance transparency and promote public trust, at a minimum, an annual summary of all use-of-force incidents should be provided to the public and include basic details of force incidents and the findings of internal or external investigations or reviews.” These details should include the racial and gender identity of the subject. Recording and reporting the threat of Use of Force should be added to this model policy.
7. As recommended by the City of Poughkeepsie Procedural Justice Committee,<sup>36</sup> in Policy 301 titled USE OF FORCE REVIEW BOARDS, the members who are responsible to serve on this board must be listed, and the policies of this board to investigate the use of force must be made clear and transparent to the community. Additionally, they should comply with the transparency measures found in recommendation 6.
8. The CPPD should also implement the following recommendations for Use of Force Policy changes from the Dutchess County EO203 Plan be incorporated into the CPPD Policy Manual:

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<sup>34</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 59.

<sup>35</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, pp 77-78.

<sup>36</sup> City of Poughkeepsie website “Procedural Justice Committee Releases Recommendations Regarding Governor’s Executive Order on Police Reforms” dated December 21, 2020: <https://cityofpoughkeepsie.com/policecollaborativeplan/2020/12/21/procedural-justice-committee-releases-recommendations-regarding-governors-executive-order-on-police-reforms/>

- There should be a prohibition on the use of deadly force against individuals who pose a danger only to themselves.
- There should be prohibitions against “the use of retaliatory force, such as force used after a threat has diminished, or to punish individuals for fleeing, resisting arrest, or disrespecting an officer.”
- The policy should require a verbal warning before using deadly force. [This should be required in all situations, not just “to stop a fleeing subject.” See sub-section 300.4.]
- Language should be included which makes it clear that the “unsuccessful use of less-lethal weapons does not automatically authorize an officer to use a firearm.”
- There should be clear restrictions relating to firing through doors, windows, or other obstructions where the target is out of view.
- The policy should require officers to report every time they use force or *threaten* to use force, including drawing any weapon, and the threat of use of force should be not be excluded from the transparency measures found in recommendation 6.<sup>37</sup>

### **Racial or bias-based policing**

Countless articles, books and research studies have been published over the last decade clearly showing that systematic racism exists in America. Statistical data on arrests, incarceration, police stops, use of force and wrongful deaths at the hands of police provide indisputable evidence that the issues of bias-based policing and a biased justice system are widespread. A 2019 research article published in the Proceedings of the National Academy of Sciences<sup>38</sup> showed that black men are 2.5 times more likely than white men to be killed by police. According to this article, “Police violence is a leading cause of death for young men in the United States. Over the life course, about one in a thousand black men can expect to be killed by police.”

The President’s Task Force on 21st Century Policing made the following statements about the importance of acknowledging and addressing bias in policing:

All human beings have biases or prejudices as a result of their experiences, and these biases influence how they might react when dealing with unfamiliar people or situations. An explicit bias is a conscious bias about certain populations based upon race, gender, socioeconomic status, sexual orientation, or other attributes. Common sense shows that explicit bias is incredibly damaging to police-community relations, and there is a growing body of research evidence that shows that implicit bias – the biases people are not even aware they have – is harmful as well.<sup>39</sup>

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<sup>37</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 59-60.

<sup>38</sup> Edwards, Frank; Hedwig Lee and Michael Esposito. “Risk of being killed by police use of force in the United States by age, race–ethnicity, and sex.” *Proceedings of the National Academy of Sciences of the United States of America*. August 20, 2019 116 (34) 16793-16798. <https://www.pnas.org/content/116/34/16793>

<sup>39</sup> President’s Task Force on 21st Century Policing. (2015) “Final Report of the President’s Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services. [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

Arrest statistics published on the FBI's Crime Data Explorer website<sup>40</sup> show that the 64% of the 2019 arrests in the City of Poughkeepsie were arrests of Black or African American individuals compared to 36% for white individuals. This is clearly disproportionate to the demographics of the city. This data, combined with the community survey results and feedback gathered by PCAC members, points to the distinct possibility that the City of Poughkeepsie is not yet free of the bias, prejudice and systemic racism that plagues our state and nation.

The well publicized 2019 incident involving Jamelia Barnett and Julissa Dawkins and two CPPD officers<sup>41</sup> is the most recent incident, which raises questions about potential bias in the actions taken by police. In this incident, 15-year-old Barnett was thrown to the ground by one of the officers. Dawkins, who was 12 years old at the time, was charged with resisting arrest. The incident was all captured on video, which quickly went viral.

One of these officers was also involved in another case alleging civil rights violations 10 years earlier in 2009, involving two City of Poughkeepsie youths – Jayvon Elting and Jarquez Dancy, ages 17 and 18.<sup>42</sup> The teens had been stopped by an officer, who alleged the two youths fit the profile of one man suspected of attempted robbery. After objections to the stop, the officer forced Elting to the ground. Another officer who arrived at the scene pushed Darcy against a police car and fractured his jaw. A case against the police was finally resolved in 2016, when the U.S. Court of Appeals ruled in favor of one of the two teens, with a \$196,500 settlement. One officer was found to have made a false arrest and to have used excessive force. The case of the other teen was remanded to a lower court and is pending.

The CPPD does have a Bias-Based Policing Policy (Policy 401)<sup>43</sup> in place that states, "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," but further improvements are needed in this policy and in police training (see police training section).

A subsection of the Bias-Based Policing policy (Policy 401) of the CPPD Policy Manual states that a "Field Interview Report" should be filed documenting "Reason for Contact" with any individual, which "should include those facts giving rise to the contact, as applicable."<sup>44</sup> In response to a FOIL request<sup>45</sup>, a representative of the City of Poughkeepsie stated that "We do not track this data," meaning the CPPD thinks little of or is in noncompliance with this portion of its policy manual that is designed to dissuade the use of and promote tracking of bias-based policing. See recommendation 3 below.

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<sup>40</sup> Federal Bureau of Investigation – Crime Data Explorer. <https://crime-data-explorer.fr.cloud.gov/explorer/agency/NY0130200/arrest>

<sup>41</sup> Wilson, Geoffrey. "Push continues to drop charges for Poughkeepsie teens in viral police incident." The Poughkeepsie Journal, July 9, 2020. <https://www.poughkeepsiejournal.com/story/news/local/2020/07/09/poughkeepsie-teens-viral-police-incident/5404319002/>

<sup>42</sup> Koptisky, Dean. "Common Council weighs bill on civilian oversight of police." The Miscellany News, September 9, 2020. <https://miscellanynews.org/2020/09/09/news/common-council-weighs-bill-on-civilian-oversight-of-police>

<sup>43</sup> City of Poughkeepsie website. "City of Poughkeepsie Police Department Policy Manual." Lexipol, LLC, October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/CPPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/CPPD_policy.pdf), pp 247-249.

<sup>44</sup> City of Poughkeepsie website. "City of Poughkeepsie Police Department Policy Manual." Lexipol, LLC, October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/CPPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/CPPD_policy.pdf), pp 247-248.

<sup>45</sup> Bill Rubin v. City of Poughkeepsie.

## ***Recommendations on Racial or bias-based policing***

1. Policy sub-section 401.3 titled BIAS-BASED POLICING PROHIBITED should be strengthened to clearly state, “Bias-based policing and any form of racial or biased-based profiling is strictly prohibited.” The text that follows should be modified, since it currently reads like a “loop hole” that implies profiling is allowed under certain circumstances. The current language can be used to instruct an officer how to defend and justify biased-based policing.
2. Sub-section 401.4 titled MEMBER RESPONSIBILITIES should also be strengthened. The current policy states: “Members should, when reasonable to do so, intervene to prevent any bias-based actions by another member.” This should be changed to “Members **must** intervene to prevent any bias-based actions by another member. Furthermore, members must document the incident and must report the incident to a supervisor and to the New York State law enforcement misconduct investigative office.” There should also be required disciplinary action for any members of the CPPD who do not intervene or immediately report bias-based behavior or any other inappropriate behavior.
3. All stops (both vehicle and pedestrian), arrests, searches, field interviews and summonses issued should be documented with demographic data and be made publicly available in aggregate form no less frequently than annually. Reasons for these actions and their results must be reported specifically, so that broad categories such as “arrests” are more clearly understood. There must be some leniency for instances in which this policy may hinder ongoing investigations or endanger an officer or member of the public, such as a field interview of a confidential informant. Such measures to monitor and mitigate bias-based policing must be enacted as law.
4. There should be a DISCIPLINE sub-section added to Policy 401, which clearly states possible disciplinary action if any member is found to be profiling based on race or any other form of bias. Disciplinary consequences for biased-based actions must also be added to the overall discipline matrix, whether included in the CPPD Policy Manual or in the new CPPD Collective Bargaining Agreement.

## **Use of body and dashboard cameras**

Body and dashboard cameras, when required and actively used, are an important tool to ensure the accountability of police officers and improve transparency for the community. The video recordings also protect the officers and the police department from unsubstantiated accusations and any subsequent criminal and civil liability. The current requirements for the CPPD’s use of body cameras are described in Policy 424 – PORTABLE AUDIO/VIDEO RECORDERS.<sup>46</sup> We believe improvements can be made to the policy and that new legislation should be passed to clarify and enforce the requirements. This would be consistent with New York State executive law section 234 that requires state troopers to do the same, and is consistent with the recommendations of the City of Poughkeepsie Procedural Justice Committee, which state:

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<sup>46</sup> City of Poughkeepsie website. “City of Poughkeepsie Police Department Policy Manual.” *Lexipol, LLC*, October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/PPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/PPD_policy.pdf), pp 331-334.

Patrol Officers are required to wear body cameras. We recommend that ALL police officers wear body cameras while working in the field and be phased in as funds become available. To help improve trust and transparency, it is recommended that the footage from the body cameras is not withheld from the community during times the community is requesting transparency and accountability in a particular incident. Policies and procedures should be formulated to help show the community that the City of Poughkeepsie police does not stand for “covering up the truth or improper conduct” but stand for justice, transparency and accountability.<sup>47</sup>

### ***Recommendations on Use of body and dashboard cameras***

1. We would like the Common Council to enact legislation regarding the use of body and dashboard cameras, including requirements for their use, retention of videos and rules for public release.
2. The CPPD should also implement an effective auditing program in which supervisors would perform random reviews of recordings to ensure that members are adhering to the policy for use of cameras. In reviewing recordings, supervisors would also have the opportunity to view the activities of officers through the lens of procedural justice.

### **No-knock warrants**

No-knock warrants arose in the 1970s and 1980s as a tool for the war on drugs. According to an article in Vox<sup>48</sup>, by 2015, there were over 20,000 no-knock raids taking place every year. It took the death of Breonna Taylor in March 2020 to get police departments across the country to look at banning this potentially deadly practice.

There is only one brief mention of no-knock warrants in the CPPD Manual in sub-section 607.6 – WARRANT PREPARATION, which states:

An officer who prepares a warrant should ensure the documentation in support of the warrant contains as applicable: (a) Probable cause to support the search or arrest, including relevant dates and times to demonstrate timeliness and facts to support any request for nighttime or no-knock warrant execution (CPL § 690.35).<sup>49</sup>

### ***Recommendations on No-knock warrants***

1. The City of Poughkeepsie Police Department should add a policy to their Policy Manual that states that no-knock warrants should only be requested for situations where there is

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<sup>47</sup> City of Poughkeepsie website “Procedural Justice Committee Releases Recommendations Regarding Governor’s Executive Order on Police Reforms” dated December 21, 2020:

<https://cityofpoughkeepsie.com/policecollaborativeplan/2020/12/21/procedural-justice-committee-releases-recommendations-regarding-governors-executive-order-on-police-reforms/>

<sup>48</sup> Lind, Dara. “Cops do 20,000 no-knock raids a year. Civilians often pay the price when they go wrong.” *Vox.com*, May 15, 2015. <https://www.vox.com/2014/10/29/7083371/swat-no-knock-raids-police-killed-civilians-dangerous-work-drugs>

<sup>49</sup> City of Poughkeepsie website. “City of Poughkeepsie Police Department Policy Manual.” *Lexipol, LLC*, October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/PPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/PPD_policy.pdf), p 438.

“imminent threat of harm or death” and the warrants are limited to specific offenses, including “murder, hostage-taking, kidnapping, terrorism, human trafficking and sexual trafficking.” This language mirrors the wording in “Breonna’s Law” which was implemented by the City of Louisville, Kentucky in 2020 following the death of Breonna Taylor.

2. The CPPD should further encourage partners from other law enforcement agencies to follow the same guidelines when operating within the City of Poughkeepsie.

## **Data and transparency**

The second pillar of Procedural Justice is “being transparent in actions”. Openly sharing data and ensuring transparency are critical in helping the community trust those who are sworn to serve them. Building a stronger relationship between the police and the community also helps improve the level of trust the police have in the community. Our survey data and discussions in the public forums on police reform clearly show that there are residents who do not trust the City of Poughkeepsie police and that the police do not always have trust in the community. This is not unique to the City of Poughkeepsie. Similar studies in other cities across the country point to a lack of trust and legitimacy, particularly in the demographics specifically mentioned by EO 203.

The Dutchess County EO203 Plan documented that one of the “Community Stakeholder Group Priorities” was:

Increase transparency regarding use of force incidents and collect and publish data on such incidents as well as traffic stops, arrests, and searches, including demographic data of the individual involved.<sup>50</sup>

### ***Recommendations on Data and transparency***

1. The City of Poughkeepsie Police Department should commit to gather and submit data to comply with or participate in:
  - The Death in Custody Reporting Act (DCRA)
  - The newly signed New York State Police Statistics and Transparency (STAT) Act (S.1830-C/A.10609), which requires collection and reporting of data on the race, ethnicity and sex of anyone arrested and charged with a misdemeanor or violation, as well as of anyone who dies while in police custody or an attempt to establish custody. They should further gather and publish data on any other arrests or stops, including demographic data, that do not result in a summons being issued.
  - The FBI’s National Use-of-Force Data Collection.
  - The National Decertification Index or any similar index created by the United States Department of Justice.

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<sup>50</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 6.

2. The CPPD should commit to publishing regular reports (quarterly or annually) on their website, which contain the following data, including demographic information, such as perceived gender, race or ethnicity, national origin, and age regarding:
  - Use of Force incidents, including any use or discharge of firearms, use of pain compliance techniques, use of restraints, use of conducted energy devices, use of chemical agents, use of impact weapons, etc.
  - Statistics on stops, searches, field interviews, vehicle pursuits, arrests, summonses issued, incarcerations, etc.
  - Statistics on disciplinary actions taken.
  - A summary with statistics on complaints by CPPD employees and members of the public filed against the CPPD and its employees.
3. Per the Best Practices in the Dutchess County EO203 Plan, the CPPD should define a plan and schedule to implement a searchable database of all data related to the investigation of misconduct complaints, including the nature and type of complaint, demographics of the employee and community member involved in the complaint, and the results of the investigation.
4. The CPPD should define standards on the time to release information to the public following officer-involved shootings, such as making a public statement within 48 hours of the incident or releasing body or dashboard camera video.
5. Enforce adherence to the Right To Know Act (Policy 343), which was implemented in 2020, and provide defined and escalating disciplinary action for misconduct regarding it within a disciplinary matrix.
6. Enforce timely adherence to the New York State Freedom of Information Law, which was enacted in the 1970s, with various amendments enacted as recently as 2008. It is hoped that most information of interest to the public would be made readily available per the recommendations above, but when not available, citizens requesting information through FOIL requests should receive a timely response.

### **Community involvement in policy changes**

The community needs to have a voice in the policies used by those who are there to serve them. The first section of “Principles of Procedurally Just Policing” is on “Procedurally Just Policymaking.”<sup>51</sup> Principle 2 states, “Subject policies likely to substantially impact community members to intensive public review.” The Dutchess County EO203 Plan makes detailed recommendations on how police departments should establish a process of community-engaged policymaking:

A key part of instituting community policing is community partnership. As part of this effort, many believe it is important to engage the community in the policymaking process. Community-engaged policymaking is a process where policies and policy changes are created and/or vetted in partnership with community members (especially

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<sup>51</sup> Quattlebaum, Megan; Tracey Meares and Tom Tyler. “Principles of Procedurally Just Policing.” The Justice Collaboratory at Yale Law School, January 2018, pp 10-15.

those in areas with high rates of enforcement activities) through a formalized process and structure. This type of involvement appears critical to building strong positive relationships with the community and bolstering legitimacy.<sup>52</sup>

There is currently no requirement stated in the CPPD Policy Manual for community involvement in review and approval of CPPD policy changes, nor is there any such a provision in local law. Sub-section 341.10 describes a “Community Advisory Committee”. The policy states:

The Chief of Police may establish a committee of volunteers consisting of community members, community leaders and other community stakeholders (e.g., representatives from schools, churches, businesses, social service organizations). The makeup of the committee should reflect the demographics of the community as much as practicable.

The committee should convene regularly to:

- (a) Provide a public forum for gathering information about public safety concerns in the community.
- (b) Work with the Department to develop strategies to solve public safety problems.
- (c) Generate plans for improving the relationship between the Department and the community.
- (d) Participate in community outreach to solicit input from community members, including youth from the community.<sup>53</sup>

There is no mention of a “Community Advisory Committee” on the CPPD website. It is possible that the CPPD believes that the City of Poughkeepsie Procedural Justice Committee serves as this Community Advisory Committee, but in practice some residents have not found the PJC to be an effective forum for the community to voice concerns and drive positive change. seven of the 21 members of the PJC are members of the police department and five other members work in either the city government or the justice system. This leaves the other nine members (43%) of the PJC to represent the community, and it is not clear if they all live in the City of Poughkeepsie. The voice of the community cannot be clearly heard unless the community is better represented and is given a dominant voice.

### ***Recommendations on Community involvement in policy changes***

1. As recommended by the Dutchess County EO203 Plan and as cited as a best practice, the CPPD should add a new section to Policy 341 (Community Relations) to specifically state a requirement for the community to review and comment on any new policy or change to existing policies, which are “likely to substantially impact community members,”<sup>54</sup> or such a policy should be adopted by local law. This would include any policies relating to

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<sup>52</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, pp 63-65.

<sup>53</sup> City of Poughkeepsie website. “City of Poughkeepsie Police Department Policy Manual.” Lexipol, LLC, October 10, 2020. [https://cityofpoughkeepsie.com/wp-content/files/police/ CPPD\\_policy.pdf](https://cityofpoughkeepsie.com/wp-content/files/police/ CPPD_policy.pdf), p 240.

<sup>54</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 64.

interactions between the police and citizens. It would not include policies solely related to internal operations that would not reasonably affect the community.

2. The CPPD should implement and fully support a “Community Advisory Committee” as described in section 341.10. The committee members should all be members of the community. There should be only one member from the CPPD, who is appointed by the chief of police to act as a liaison between the committee and the police department. The CPPD should support and listen to the committee, but not direct them. Members must be selected by the committee and not by the CPPD. There should be bylaws established for this committee, describing the committee’s role and authority. The bylaws should also specify a fixed period of time the community member will serve to ensure that more citizens have the opportunity to serve on this committee.

### **Early Intervention Systems (EIS)**

Decades of data show that only a small percentage of officers in most police departments are responsible for a disproportionate share of complaints from the community. In response to this observation, many departments have adopted Early Intervention Systems (EIS), which use data gathering to identify officers who are likely to engage in potentially harmful behavior, so that the problems can be addressed before harm is done.

A study by the National Institute of Justice showed the benefits of implementing an EIS program:

Early warning systems appear to have a dramatic effect on reducing citizen complaints and other indicators of problematic police performance among those officers subject to intervention. In Minneapolis, the average number of citizen complaints received by officers subject to early intervention dropped by 67 percent one year after the intervention. In New Orleans, that number dropped by 62 percent one year after intervention. In Miami–Dade, only 4 percent of the early warning cohort had zero use-of-force reports prior to intervention; following intervention, 50 percent had zero use-of-force reports. Data from New Orleans indicate that officers respond positively to early warning intervention.<sup>55</sup>

The Dutchess County EO203 Plan recommended that “Larger agencies should consider implementing data driven Early Intervention Systems that identify and prevent problematic and dangerous behavior.”<sup>56</sup> PCAC fully supports this recommendation and encourages the CPPD to implement such a program for all CPPD personnel. Other local governments have embraced these programs. The Town of Fishkill listed the implementation of an EIS program in their proposed EO203 Plan.

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<sup>55</sup> Walker, Samuel; Geoffrey P. Alpert and Dennis J. Kenney. “Early Warning Systems: Responding to the Problem Police Officer.” *National Institute of Justice – Research in Brief*, U.S. Department of Justice, July 2001. <https://www.ncjrs.gov/pdffiles1/nij/188565.pdf>

<sup>56</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 64.

## ***Recommendations on Early Intervention Systems (EIS)***

1. The City of Poughkeepsie Police Department should implement an Early Intervention System (EIS) as recommended in the Dutchess County EO203 Plan and the New York State Police Reform Workbook for early identification and prevention of problematic and dangerous behavior. The EIS program should consider practices including but not limited to reviewing complaints by colleagues, complaints by civilians, use of force incidents, number of arrests and summonses issued with particular consideration given to demographic data, and body camera and dashboard camera footage audits.

### **Police training**

Having the right policies in place is important, but policies are not effective without training and enforcement. Many studies have shown positive outcomes from the establishment or modernization of training in de-escalation, utilizing the Use of Force Continuum, implicit bias, crisis response and procedural justice. Study results published this year by the Niskanen Center highlighted the following:

A study by Emily Owens and colleagues tested a program based on procedural justice principles in Seattle's police department. The goal was to push officers to slow down their decision-making and take civilians' views into consideration. The researchers found that officers who were randomly assigned to this new training were less likely to resolve incidents with arrests or use force....

A subsequent research evaluation by George Wood and colleagues tested another procedural justice training program in Chicago. All Chicago police were required to complete the one-day program, but the department couldn't train all 8,000 officers at once. The training was delivered to 25 officers per month, over several years. This allowed researchers to measure its effects by comparing officers who received the training earlier to those who received it later. They found that the training dramatically reduced citizen complaints against officers, as well as the use of force.<sup>57</sup>

We believe that a significant number of improvements can be made to the training policies of the CPPD. It is a positive step forward that in 2018 the CPPD began administering Procedural Justice training and eight hours of Implicit Bias training, which was part of the police retention package passed in 2018. It is also positive that 70 members of the CPPD have attended 40 hours of Crisis Intervention Training. What is not clear is whether these training sessions were one-time or part of the required ongoing training for members of the CPPD. It appears from publicly available documents that the only ***required*** training for members of the CPPD relates to firearms training, which accounts for 12 hours of the total required 20 hours of training. There does not appear to be any ***required*** training for de-escalation, utilization of the Use-of-Force Continuum or training related to the elimination of biased-based policing. Also absent is any way of measuring the effectiveness of such training, which is funded by the taxpayers.

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<sup>57</sup> Doleac, Jennifer. "How to Fix Policing." *Niskanen Center*, July 9, 2020. <https://www.niskanencenter.org/how-to-fix-policing/>

## *Recommendations on Police training*

1. The required annual training for members of the CPPD should be modified to incorporate de-escalation, the Use of Force Continuum and continued Crisis Intervention Team (CIT) training. Training hours on these topics should at least equal the number of hours of firearms training members receive. As suggested in the Dutchess County EO203 Plan, it is recommended that
  - Training on the use of force and firearms should include scenarios where officers are not required to use force or discharge their weapon.
  - Training in de-escalation should be conducted before the firearms training<sup>58</sup>
2. Regular implicit bias training must be required for all members of the CPPD. In addition to implicit bias training within the department, it is recommended that the CPPD leverages training programs, such as the “Undoing Racism” workshops, which have been recognized as effective by community organizations across the region. It is suggested that the training is actually done jointly with members of the Black and Latinx communities to allow both groups to share their views and experience during the training. It is important that implicit bias training is required regularly for all members of the CPPD. One time training is not sufficient.
3. As recommended in the Dutchess County EO203 Plan, the CPPD should “provide training for working with specific communities (Black communities; Orthodox Jewish, Muslim, Arab, and South Asian communities; individuals with limited English proficiency; LGBTQIA+ individuals; individuals with disabilities; and individuals experiencing homelessness).”<sup>59</sup> The department should also have specific and ongoing training regarding interactions with people with mental health or substance use issues in addition to CIT training.
4. As recommended in the Dutchess County EO203 Plan, the CPPD should implement training to support peer intervention policies such as Georgetown Law’s Project ABLE (Active Bystandership for Law Enforcement) or the New Orleans Police Department’s Ethical Policing Is Courageous (EPIC).<sup>60</sup>

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<sup>58</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, pp 112-113.

<sup>59</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, pp 114-115.

<sup>60</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 83.

## Police Oversight

Nearly all police reform and modernization efforts recommend implementing civilian or community oversight of the police. In the report issued by The President’s Task Force on 21st-Century Policing, the president of the National Association for Civilian Oversight of Law Enforcement, Brian Buchner notes, “Civilian oversight alone is not sufficient to gain legitimacy; without it, however, it is difficult, if not impossible, for the police to maintain the public’s trust.”<sup>61</sup>

We note that the creation of independent civilian oversight was the first of the police reform recommendations made by the City of Poughkeepsie Procedural Justice Committee in response to NYS EO203:

Create Civilian Oversight: There needs to be an independent board to investigate or review complaints. Complainants should be given a place to voice concerns outside of the law enforcement agency, and the community should be reassured that discipline is being imposed when appropriate. The transparency of the disciplinary process also must be improved.<sup>62</sup>

The need for independent police oversight was one of the most requested reforms in local public forums, as documented in the Dutchess County EO203 Plan.<sup>63</sup> “Oversight is mentioned in multiple sections of the County’s EO203 Plan.

Local calls for oversight are backed by national recommendations. Community Oversight is one of the key solutions recommended by Campaign Zero:

Police usually investigate and decide what, if any, consequences their fellow officers should face in cases of police misconduct. Under this system, fewer than one in every 12 complaints of police misconduct nationwide results in some kind of disciplinary action against the officer(s) responsible. Communities need an urgent way to ensure police officers are held accountable for police violence.<sup>64</sup>

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<sup>61</sup> President’s Task Force on 21st Century Policing. (2015) “Final Report of the President’s Task Force on 21st Century Policing.” Washington, DC: Office of Community Oriented Policing Services, p. 26.

[https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>62</sup> City of Poughkeepsie website “Procedural Justice Committee Releases Recommendations Regarding Governor’s Executive Order on Police Reforms” dated December 21, 2020:

<https://cityofpoughkeepsie.com/policecollaborativeplan/2020/12/21/procedural-justice-committee-releases-recommendations-regarding-governors-executive-order-on-police-reforms/>

<sup>63</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>

<sup>64</sup> Campaign Zero. “Solutions.” <https://www.joincampaignzero.org/solutions#oversight>

An article published by the ACLU lists the following key elements that Civilian Review Boards must include to be effective:

- Investigative powers, including subpoena power.
- The scope of the CRB should include lower-level complaints.
- The CRB must be open and transparent with the community.
- The CRB must have independence from the police or local government to truly represent the community.
- The CRB must have meaningful disciplinary power.
- The CRB must be funded.<sup>65</sup>

Civilian Oversight has been used effectively in many cities across the country. The National Association for Civilian Oversight of Law Enforcement (NACOLE) lists the following benefits, which were also referenced in the Dutchess County EO203 Plan:

- Independent Oversight can help:
  - hold the police or sheriff's department accountable for officers' actions.
  - improve the quality of the department's internal investigations of alleged misconduct.
  - improve community relations by fostering communication between the community and police agency.
  - reduce public concern about high profile incidents.
  - increase the public's understanding of law enforcement policies and procedures.
  - improve department policies and procedures. Policy recommendations can prevent issues by identifying areas of concern and subsequently offering options to improve policing.
  - a jurisdiction in liability management and reduce the likelihood of costly litigation by identifying problems and proposing corrective measures before a lawsuit is filed.<sup>66</sup>

The County's report further states why such oversight improves community trust and legitimacy:

- Complainants are given a place to voice concerns outside of the law enforcement agency.
- The community at large can be reassured that discipline is being imposed when appropriate, while also increasing the transparency of the disciplinary process.
- When the oversight agency confirms a complainant's allegation(s), complainants may feel validated.
- And similarly, when the oversight agency exonerates the officer, the officer may feel vindicated.
- Mediation has multiple benefits to both citizens and police officers. If the oversight agency provides mediated solutions, it can help complainants feel satisfied through being able to express their concerns to the specific police officer in a neutral

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<sup>65</sup> Moore, Kelly. "For Civilian Review Boards to Work, They Must Avoid Past Mistakes." American Civil Liberties Union of Connecticut, September 10, 2020. <https://www.acluct.org/en/news/civilian-review-boards-work-they-must-avoid-past-mistakes>

<sup>66</sup> National Association of Civilian Oversight of Law Enforcement website, "What are the benefits of police oversight?" <https://www.nacole.org/faqs>

environment. Mediation can also help police officers better understand how their words, behaviors and attitudes can unknowingly affect public perceptions.

- By establishing an oversight system, public officials are provided the opportunity to demonstrate their desire for increased police accountability and the need to eliminate misconduct.<sup>67</sup>

In a July 2020 press release, the top law enforcement officer in New York State, Attorney General Letitia James, made the following recommendation regarding police oversight:

Create Public Participation and Oversight of Department Policies and Leadership: It is imperative that the public has input and oversight into police policies and leadership.<sup>68</sup>

### **Recommendations on Police Oversight**

1. The PCAC recommends that the Common Council promptly enact the proposed Civilian Review Board legislation, which has already been introduced and sponsored by a majority of the Council and which includes all elements of successful civilian oversight.

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<sup>67</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, pp 90-91.

<sup>68</sup> Office of the New York State Attorney General. July 8, 2020 Press Release: <https://ag.ny.gov/press-release/2020/attorney-general-james-releases-preliminary-report-investigation-nypd>

## Community Policing

According to the U.S. Department of Justice’s Community Oriented Policing Services (COPS):<sup>69</sup> “Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.” Community policing is an important tool in increasing both the perception and the practical applications of public safety.

- Nevertheless, if implemented without buy-in from local residents, community policing can easily result in detrimental effects on jurisdictions and neighborhoods, including increasing police presence in already overpoliced areas.

A 2014 article published in the *Journal of Experimental Criminology* stated the following findings on the benefits of community policing:

- Community-policing strategies reduce individuals’ perception of disorderly conduct and increase citizen satisfaction.
- In studying 65 independent assessments that measured outcomes before and after community-oriented policing strategies were introduced, they found 27 instances where community-oriented policing was associated with 5% to 10% greater odds of reduced crime.
- 16 of the 65 comparisons showed community-oriented policing was associated with a 24% increase in the odds of citizens perceiving improvements in disorderly conduct.
- 23 comparisons measured citizen satisfaction with police, and found that community-oriented programs were effective [in] almost 80% of the cases, and citizens were almost 40% more likely to be satisfied with the work of the police.<sup>70</sup>

Although many sources portray a generally positive view of Community Policing, opinions on the effectiveness of specific strategies vary dramatically. In some cities and towns, increasing the presence of police officers in the community has had a negative effect. A 2019 article in *The Appeal*<sup>71</sup> argues that “Community policing creates the false idea that police can solve structural issues through building partnerships, but [community] policing has only made those issues worse.” The right balance must be achieved between strengthening the relationship between the community and the police without “over policing”. We believe the following recommendations will help achieve this balance.

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<sup>69</sup> U.S. Department of Justice – Community Oriented Policing Services (COPS). “Community Policing Defined.” 2012, Revised 2014. <https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf>

<sup>70</sup> Gill, Charlotte; David Weisburd; Cody W. Telep; Zoe Vitter & Trevor Bennett (2014) “Community-oriented policing to reduce crime, disorder and fear and increase satisfaction and legitimacy among citizens: a systematic review” published in *The Journal of Experimental Criminology* volume 10, pages 399–428: <https://link.springer.com/article/10.1007/s11292-014-9210-y>

<sup>71</sup> McHarris, Philip V. “Community Policing Is Not the Answer.” *The Appeal*, December 2, 2019. <https://theappeal.org/community-policing-is-not-the-answer/>

## Recommendations on Community Policing

1. **Community Forums:** Establish ongoing quarterly community forums or “listening sessions” where members of the CPPD can meet with members of the community. These forums should be facilitated by an independent moderator, and be open to anyone in the community who would like to attend. The forums should be set up to allow both community members and members of the CPPD to both share the positive outcomes they are seeing and the challenges they are experiencing. The goal of the forums is to encourage an open dialogue that fosters greater communication and trust. A means should be established to gather suggested topics for these forums, either through a website, special email account or neighborhood collection boxes. The topics would be provided to members of the CPPD in advance to allow them to prepare responses. The CPPD should also hold an annual forum in Poughkeepsie High School to talk with students and listen to their concerns and suggestions, which should also be able to be submitted anonymously.
2. **Joint Training:** We recognize the CPPD’s earnest and successful efforts to employ Procedural Justice and other practices prioritizing equality and equity, and recommend the city facilitate regular joint training sessions wherein members of the public and the CPPD participate together in such training
3. **Reconciliation and Undoing Racism Workshops:** We recommend that members of the CPPD who have led and undergone training that prioritizes equality and equity participate in further personal development in the spirit of reconciliation alongside members of the community, their elected officials, and other employees of the city, beginning with a pilot program of Undoing Racism workshops that requires continued individual participation, follow-through, and accountability.
4. **Safe Passage:** We support the efforts of the CPPD to work with the City of Poughkeepsie School District and the community to ensure a safe passage for students going to and from school. The involvement of citizens in this program is critical, so that the program does not devolve into over-policing and escalating conflicts with Middle School and High School youth. It may be prudent to engage a large network of local benevolent and religious organizations to provide volunteers for certain corridors on certain days, similar to how volunteer efforts to feed the hungry are designed, coordinated and implemented, and it is further recommended that all volunteers undergo the necessary background checks to eliminate the participation of sex offenders.
5. **SNUG:** The SNUG program is generally viewed as an effective model focused on reducing gun violence in the city and providing a non-police response to shooting incidents to help prevent retaliation and provide help to high-risk youth. We hope that the CPPD continues to be a strong supporter of this program.
6. **Neighborhood Liaisons:** We recommend that the members of the Common Council work with the residents in their respective wards to identify volunteer neighborhood liaisons to act as a trusted point of contact between each neighborhood, the Common Council and the CPPD. These liaisons will help build a better relationship between the community and the police and help identify any general or specific needs that neighborhood may have. To be effective, these liaisons must be chosen to represent the needs of their neighborhood. If

forums are held in different neighborhoods, liaisons could be elected from a slate of volunteers each year. They could also be members of existing neighborhood associations.

7. ***Community Patrols:*** We encourage the City of Poughkeepsie and the CPPD to support the establishment of community patrols in neighborhoods that wish to establish these types of teams to help keep the community safe and supported. These patrols would be similar to the Guardian Angels that previously volunteered within the city. They would not only work to help keep neighborhoods safe, but would also take note of issues such as potholes, damage of public property or other problems and communicate this information to the city administration. These patrols should act as guardians of the peace and not as enforcers.
8. ***Community Service:*** We recommend that each member of the CPPD that has interactions with the community volunteers for a specific number of hours within the community each year.

## Diversity in the City of Poughkeepsie Police Force

According to a 2015 article published by *Governing*,<sup>72</sup> “Minorities are underrepresented in nearly every large law enforcement agency in America.” Although some progress has been made since 2015, diversity in the police force remains an area where much more work is needed.

A newly published study by researchers from Columbia University, Princeton University, the University of Pennsylvania and the University of California Irvine,<sup>73</sup> shows that “Race and gender have a profound effect on how police interact with civilians.” The study, which analyzed 1.6 million law enforcement events involving nearly 7,000 officers in Chicago, showed that Black officers used force at a much lower rate than their white counterparts.

The study showed that Black officers in general made on average 29% fewer stops, 21% fewer arrests and used force 32% fewer times than white counterparts over the course of 100 shifts. Black officers on average made 39% fewer stops of Black civilians and 17% fewer stops of White civilians. Use of force incidents against Black civilians was also 38% lower for Black officers than their White counterparts, and Black officers made about one-third fewer discretionary stops for suspicious behavior. The study also noted that, “Hispanic officers facing the same working conditions conduct fewer stops, make fewer arrests, and use force less than white officers, though the gaps are more modest.”

Numerous studies have also demonstrated the importance of having more women in the police force. According to an article published by Erik Fritsvold, Academic Director of the Master in Science Law Enforcement and Public Safety Leadership program at San Diego University,<sup>74</sup> “Women account for a small but growing percentage of police officers (11.6% nationally, up from just 3% in the 1970s).” The article highlighted a few of the many benefits of having more women police officers:

- Women officers are less likely to use excessive force.
- Women officers are skilled at addressing violence against women and sex crimes.
- Women officers can help improve police-community relations.

“Increasing the diversity of law enforcement” was one of the recommendations documented in the Dutchess County EO203 Plan. One of the specific actions documented in the County Plan states:

In hopes of increasing the size and diversity of the local police officer candidate pool, the County is waiving the 60 college credit requirement to qualify for the appropriate civil service exam. Instead, the County is requiring all new hires to complete 60 credits

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<sup>72</sup> Maciag, Mike. “Where Police Don’t Mirror Communities and Why It Matters.” *Governing*, August 28, 2015. <https://www.governing.com/archive/gov-police-department-diversity.html>

<sup>73</sup> Ba, Bocar A.; Knox, Dean; Jonathan Mummolo; and Roman Rivera. “The role of officer race and gender in police-civilian interactions in Chicago.” *Science*, February 12, 2021. <https://science.sciencemag.org/content/371/6530/696>

<sup>74</sup> Fritsvold, Dr. Erik, “Why We Need More Women Working in Law Enforcement.” University of San Diego website: <https://onlinedegrees.sandiego.edu/women-in-law-enforcement/>

within five years and Crisis Intervention Training (CIT) within two years of their appointment.<sup>75</sup>

We know that the CPPD recognizes this issue and has committed to work on improving diversity within the ranks. Given the data cited above, we encourage the department and the city to accelerate these efforts as much as is possible.

### **Recommendations on Diversity in the CPPD**

1. ***Build a Police Force which reflects the Community:*** We encourage the CPPD to continue efforts to help ensure the members of the police force reflect the diversity of the community they serve. There should be a focused effort to increase the number of Black, Latinx and female officers in the ranks. The work the CPPD is already doing with Dutchess Community College on helping local, diverse candidates with the police entrance examination and the “Path to Policing” are a step forward.

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<sup>75</sup> Dutchess County Government website “A Plan to Reform, Modernize, and Reinvent Law Enforcement and Policing in Dutchess County.” December 14, 2020: <https://www.dutchessny.gov/departments/county-executive/docs/A-Plan-to-Reform-and-Modernize-Law-Enforcement-and-Policing-in-Dutchess-County.pdf>, p 8.

# Policing in Schools and Support for our Youth

## Policing in Schools

Over the last few decades, the establishment and expansion of policing in schools has contributed to a significant social justice issue in America known as the “School to Prison Pipeline.” The Anti-Defamation League provides a short description of the issue:

The School-to-Prison Pipeline refers to the school policies and procedures that drive many of our nation’s schoolchildren into a pathway that begins in school and ends in the criminal justice system.<sup>76</sup>

Most policing in schools takes the form of “School Resource Officers” or SROs. Articles in *The Best Schools* and *Time Magazine*<sup>77</sup> describe the history:

When the concept of the school resource officer (SRO) emerged in the 1950s, there were fewer than 100 police officers working on American school grounds. The role of SROs remained fairly limited for the ensuing decades, with an emphasis on event security and parking lot management. But the tough-on-crime political culture of the 1980s led to a surge in SRO ranks. With juvenile crime rates spiking, SROs became an increasingly common presence, particularly in urban schools.<sup>78</sup>

Police in schools became even more common after the Columbine shootings, but more than twenty years later there is no clear evidence showing that SROs protect schools from mass shootings. A 2018 Washington Post analysis<sup>79</sup> of nearly 200 school shootings found only two times where a school resource officer successfully intervened. In fact, recent research presented by criminologist David Dupont of Bowling Green State University states that schools with SROs are more likely to experience a school shooting and that the number of serious injuries and deaths are 2.5 times higher in schools with SROs, with no correlation noted in the quality of the schools (“good” school vs. “bad” school) where SROs are present.<sup>80</sup>

It is important to recognize that children in middle school through high school (ages 11 through 17) are going through adolescence and puberty. Their reaction to various new hormones is natural and should be handled with extreme consideration and care by the families and the school, not by law enforcement. These hormones cause them to take more risks, have more emotional outbursts, and experience new feelings that they don’t yet know how to process. This is a fragile period for youth, with dramatic mood swings, low self-esteem, aggression, depression and often impaired judgment. To have police officers in the schools dictating natural behavior in

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<sup>76</sup> “What is the School-to-Prison Pipeline?” Anti-Defamation League website:

<https://www.adl.org/education/educator-resources/lesson-plans/what-is-the-school-to-prison-pipeline>

<sup>77</sup> Sanburn, Josh. “Do Cops in Schools Do More Harm Than Good?” *Time Magazine*. October 29, 2015.

<https://time.com/4093517/south-carolina-school-police-ben-fields/>

<sup>78</sup> “Cops in Schools: Have we built a school-to-prison pipeline?” *The Best Schools*. March 23, 2020.

<https://thebestschools.org/magazine/cops-schools-built-school-prison-pipeline/>

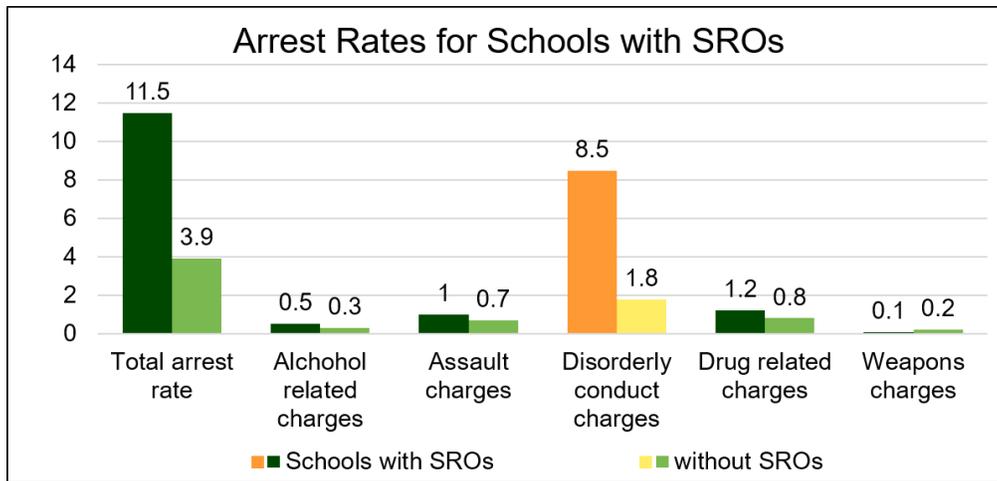
<sup>79</sup> Cox, John Woodrow and Steven Rich. “Scarred by School Shootings.” *The Washington Post*, March 25, 2018.

[https://www.washingtonpost.com/graphics/2018/local/us-school-shootings-history/?itid=lk\\_inline\\_manual\\_47](https://www.washingtonpost.com/graphics/2018/local/us-school-shootings-history/?itid=lk_inline_manual_47)

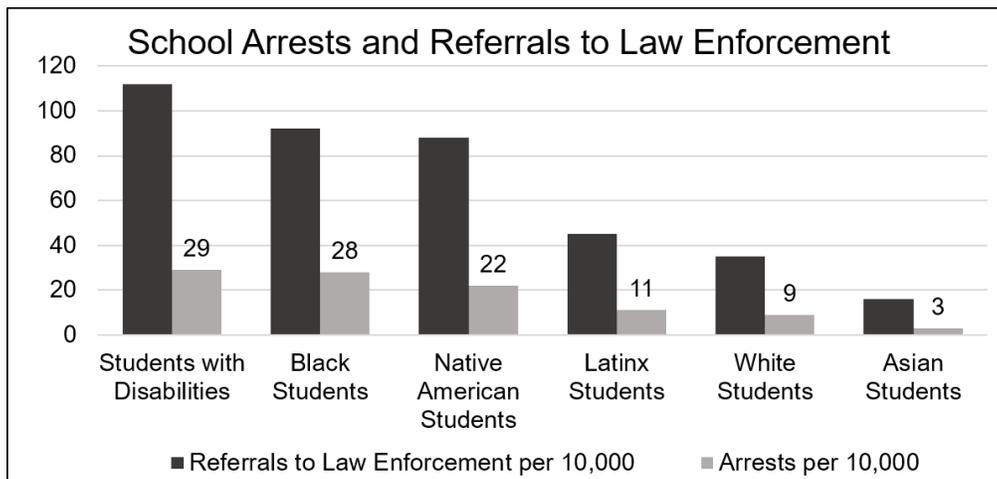
<sup>80</sup> Dupont, David. “Sociologist presents research behind headlines about school safety.” *BG Independent News*, February 24, 2021. <https://bgindependentmedia.org/sociologist-presents-research-behind-headlines-about-school-safety/>

an environment meant for education is inherently counterproductive and creates a hostile relationship and natural distrust of law enforcement. Methods that amount to little more than punitive measures for natural behavior should instead be rehabilitative, centering on coping with trauma and understanding and acknowledging this formative period in the lives of young people.

According to the Justice Policy Institute,<sup>81</sup> school-based crime is at historic lows, but schools with SROs are reporting higher levels of arrests for non-violent behavior. One study published in the *Journal of Criminal Justice*,<sup>82</sup> showed that arrests for disorderly conduct were nearly five times higher for schools with SROs:



Policing in schools is particularly harmful to students of color. A comprehensive study titled “Cops and No Counselors”<sup>83</sup> showed the following nationwide data of arrests per 10,000 students by race and ethnicity:



<sup>81</sup> “The Presence of School Resource Officers (SROs) in America’s Schools.” The Policy Institute, July 9, 2020. [http://www.justicepolicy.org/uploads/justicepolicy/documents/School\\_Resource\\_Officers\\_2020.pdf](http://www.justicepolicy.org/uploads/justicepolicy/documents/School_Resource_Officers_2020.pdf)

<sup>82</sup> Theriot, Matthew T. “School Resource Officers and the Criminalization of Student Behavior.” *The Journal of Criminal Justice*, 2009, Volume 37, pp 280-287.

<sup>83</sup> Whitaker, Amir, et al. “Cops and No Counselors.” ACLU. <https://www.aclu.org/report/cops-and-no-counselors>

This data shows the arrest rate per 10,000 students was three times higher for Black students than for White students. The same study showed that schools with a police presence had 3.5 times the arrests per 10,000 students of schools with no police presence.

The most recent data for the City of Poughkeepsie School District from the Office of Civil Rights Data collection<sup>84</sup> shows that although black students made up only 50.6% of the student population in the district, 65.7% of the out-of-school suspensions and 83.3% of the in-school suspensions were Black students.

The data above is from 2017, before an SRO was assigned in the city schools. Statistical data from the same source for other schools in the area that have been using SROs more extensively exhibit more significant issues with potential bias. In Spackenkill Union Free District, which has SROs in nine schools, Black students that make up only 11.4% of the population, were suspended at twice their population and 10 students were referred to law enforcement. Hispanic students experienced similar rates. Arlington Central School District, which has SROs in 12 schools, suspended its 7.1% Black students at almost twice their population, and referred 10 students to law enforcement.

The use of School Resource Officers can create a distrust of law enforcement by introducing children to policing and judicial practices that are difficult to understand and traumatizing at any age, particularly when young. SROs end up intervening in bullying, class outbursts, disagreements with teachers, and other minor incidents that should be the responsibility of principals and administrative staff. In this manner schools end up “outsourcing their discipline to juvenile courts and officers in schools.”<sup>85</sup>

A disturbing example of the escalation that can occur when an SRO gets involved in basic student discipline was captured on police body cam footage in October 2019:<sup>86</sup> <https://www.cnn.com/2019/10/23/us/new-mexico-resource-officer-middle-school-use-of-force/index.html>. Although this may be viewed as not representative of most SROs, it clearly shows what could happen when there is policing in the schools.

School districts and police departments across the country are now rethinking the approach of policing in the schools. The Rochester, NY school district is removing 12 SROs from its schools this year. The New York Times<sup>87</sup> reported that Minneapolis, Seattle, and Portland are all removing officers from their schools. Oakland leaders have moved to eliminate their internal security force. Fox News in Denver reported that the city is cancelling its contract with the police and removing all SROs by the end of this school year, with the goal of moving those

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<sup>84</sup> Civil Rights Data Collection website – Data on the Poughkeepsie City School District, Poughkeepsie, NY NCES ID: 3623760 (Survey Year: 2017): <https://ocrdata.ed.gov/profile/9/district/31235/summary>

<sup>85</sup> Nelson, Libby and Dara Lind. “The school to prison pipeline, explained.” Justice Policy Institute, February 24, 2015. <http://www.justicepolicy.org/news/8775>

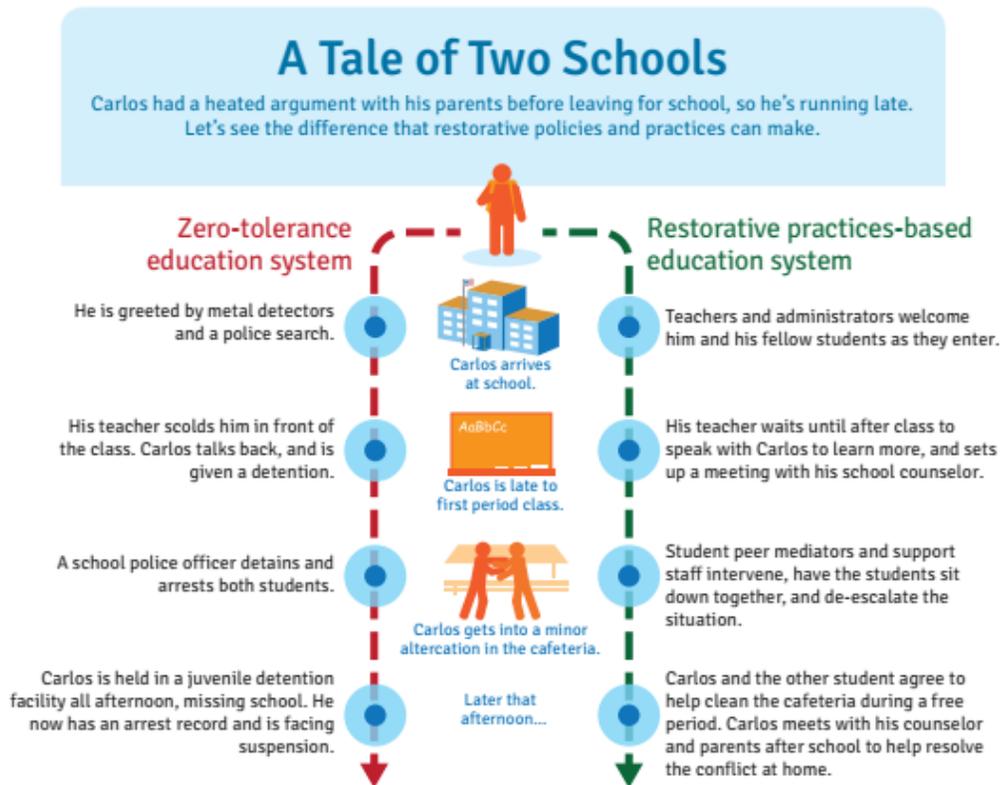
<sup>86</sup> Holcombe, Madeline and Chris Boyette. “A school resource officer has resigned after bodycam shows use of force against 11-year-old student.” CNN, October 24, 2019. <https://www.cnn.com/2019/10/23/us/new-mexico-resource-officer-middle-school-use-of-force/index.html>

<sup>87</sup> Goldstein, Dana. “Do Police Officers Make Schools Safer or More Dangerous?” The New York Times, June 12, 2020. <https://www.nytimes.com/2020/06/12/us/schools-police-resource-officers.html>

funds to provide more nurses, counselors, and school psychologists.<sup>88</sup> In both Los Angeles and Chicago, the teachers' unions are pushing to get the police out of their schools.<sup>89</sup>

Addressing the school to prison pipeline issue requires the willingness and cooperation of multiple organizations. A key part of the solution will be for the school districts to take back ownership for intervention, diversion and discipline in their schools and only request police response as a last resort. Policing in schools must be replaced by restorative justice programs and positive diversion programs that are entirely separate from the justice system and are focused on understanding and healing trauma. Instead of relying on the police, these programs must leverage other resources to help students, such as mental health counseling, mediation, conflict resolution, after school programs and mentoring.

In March 2014, the Schott Foundation for Public Education published an excellent paper on restorative justice in schools titled “Restorative Practices: Fostering Healthy Relationships & Promoting Positive Discipline in Schools.”<sup>90</sup> This “toolkit” can be used to better understand and implement restorative justice practices to replace policing in the schools. The following graphic from this paper shows the stark contrast between (1) an approach of zero tolerance and policing in schools and (2) a more effective restorative justice approach.



<sup>88</sup> Low, Rob. “17 school resource officers to be phased out of DPS campuses.” *KDVR – Fox New 31 Denver*. June 12, 2020. <https://kdvr.com/news/local/17-school-resource-officers-to-be-phased-out-of-dps-campuses/>

<sup>89</sup> Balingit, Moriah; Valerie Strauss and Kim Bellware. “Fueled by protests, school districts across the country cut ties with police.” *The Washington Post*, June 12, 2020.

<https://www.washingtonpost.com/education/2020/06/12/schools-police-george-floyd-protests/>

<sup>90</sup> The Schott Foundation for Public Education – Restorative Practices Working Group (March 2014) “Restorative Practices: Fostering Healthy Relationships & Promoting Positive Discipline in Schools.”

<http://schottfoundation.org/resources/restorative-practices-toolkit>

In general, restorative justice focuses on the victim's hurt and the violator's responsibility as well as reconnecting with the community. These principles and discussions can take place in a classroom to build a sense of community, move to a "harm circle" where the victim and the violator discuss their feelings and amends is decided upon, and, finally, there are special supports for students who have been expelled or suspended to reconnect with the community with professional support.

Restorative Justice has been in effect in neighboring Ulster County, where nonviolent juvenile offenders in the program recidivate at only 6% compared to the national average of 40%.<sup>91</sup> Ulster County recently expanded the program to include nonviolent offenders up to 26 years old. A meta-analysis of restorative juvenile justice programs<sup>92</sup> by the OJJDP (under the Department of Justice) found that its study of 60 programs revealed that Restorative Justice could reduce future youth delinquency and increase victim satisfaction.

Eliminating policing in the schools includes "over policing" the area immediately surrounding the high school and middle school – waiting for students to "do something wrong" – so that the police can stop them.

There are many other ways members of the CPPD can help the city's youth. The Office of Juvenile Justice and Delinquency Prevention (OJJDP)<sup>93</sup> points out that mentoring programs can "enhance outcomes over notably long-term horizons that extend into adulthood." Although the model used in the OJJDP research was the Big Brother Big Sister one-to-one program, there are peer-to-peer structures, group mentoring, and even "on-line" mentoring which could be used, according to the recently published "Synthesis of OJJDP-Sponsored Mentoring Research 2019." Federal guidelines for mentoring include the strong suggestion that the relationship lasts at least a year or more.

This research highlighted some programs as "effective" including but not limited to:

- Great Life Mentoring which involved adult mentors spending two to three hours weekly with their mentee and involved youth ages 7 to 18 who were receiving outpatient mental health care.
- Reading for Life for teens 13 to 18 involved team mentoring as well as community service for non-violent offenders.
- Pathways to Education is school-based one-to-one trained mentors meeting twice monthly with ninth graders who live in public housing and who receive social and financial support in the program.<sup>94</sup>

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<sup>91</sup> Ulster County Website. "County Executive Ryan and District Attorney Clegg Announce New Restorative Justice Program for Young Adults." October 8, 2020. <https://ulstercountyny.gov/news/executive/county-executive-ryan-and-district-attorney-clegg-announce-new-restorative-justice>

<sup>92</sup> Wilson David P.; Ajima Olaghery and Catherine S. Kimbrell. "Effectiveness of Restorative Justice Principles in Juvenile Justice: A Meta-Analysis." *Office of Juvenile Justice and Delinquency Prevention*, May 2017. <https://ojjdp.ojp.gov/library/publications/effectiveness-restorative-justice-principles-juvenile-justice-meta-analysis>

<sup>93</sup> National Institute of Justice – Crime Solutions. "Practice Profile: Mentoring." December 4, 2020. <https://crimesolutions.ojp.gov/ratedpractices/15#pd>

<sup>94</sup> David L. DuBois, David L.; Fasika Alem and Naida Silverthorn. "Synthesis of OJJDP-sponsored Mentoring Research." National Criminal Justice Reference Service, Document #252166, October 2018. <https://www.ncjrs.gov/pdffiles1/ojjdp/grants/252166.pdf>

While these examples are not police-sponsored, evidence points to positive mentoring outcomes in many areas. Mentees were 55% more likely to go to college, less likely to use drugs, 52% less likely to be truant and 26% less likely to use alcohol, based on research by Herrera, et. al.<sup>95</sup>

In Poughkeepsie and other districts, officers could spend an hour at midday recess monitoring, playing with, and talking to elementary school kids on the playgrounds or playing hoops, tossing a football, and many other wholesome activities unrelated to their work within the criminal justice system.

Other police departments, such as the one in Hollywood, Florida<sup>96</sup> have successfully implemented such programs by regularly meeting with school administrators to discuss goals and progress. These programs are typically voluntary, and officers are often rewarded with commendations for their efforts, which would strengthen the Poughkeepsie Procedural Justice effort. Furthermore, such activities would have the benefit of relieving some of the stress of being a first responder. According to the National Institutes of Health, these mentor officers would benefit from “helper’s high,” when the body releases endorphins stimulated by giving aid to others.

### ***Recommendations on Policing in Schools***

1. The city and Poughkeepsie City School District should eliminate police officers (SROs, SRDs or any other assigned positions) from schools.
2. In place of policing in the schools, the City of Poughkeepsie School District should contribute to the establishment of a comprehensive restorative justice program. The CPPD might help and support the formation of such a system, but not in a law enforcement role.
3. The CPPD should continue to participate in other programs and activities as described above, to build positive relationships and support the development of youth in the city. The CPPD should participate in such programs, but not lead them. We strongly believe that programs like this are more effective if created and led by organizations that specialize in youth development and are independently run with the police participating as requested.

### **Youth Programs**

Another key factor pushing young people into the school to prison pipeline is the lack of adequate resources in the schools and in the community to help them. Youth programs in the City of Poughkeepsie struggle each year to obtain the critical funding needed just to sustain these programs. Brian Doyle, CEO of Family Services, told us that the organization’s youth programs were “funded through a precarious patchwork of funding”. He said that every year it is an enormous challenge to obtain enough funding and the source of these funds is constantly changing. This means that these organizations are spending a tremendous amount of time and

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<sup>95</sup> Herrera, Carla; Grossman, Jean Baldwin; Kauh, Tina J.; Feldman, Amy F.; McMaken, Jennifer. “Making a Difference in Schools: The Big Brothers Big Sisters School-Based Mentoring Impact Study.” *ERIC Institute of Educational Services*, August 2007. <https://eric.ed.gov/?id=ED503245>

<sup>96</sup> “Cops Mentoring Kids Program” City of Hollywood, Florida website, 2015. <https://www.hollywoodfl.org/940/Cops-Mentoring-Kids-Program>

resources on pursuing funding just to sustain programs rather than spending this time and energy helping youth.

With 26% of the City of Poughkeepsie's youth living in poverty, they need more access to after school programs, skills training, mentoring and recreational programs to help their development. As shown earlier in this report, about 22% of the total City of Poughkeepsie annual budget goes to funding the police department, totaling close to \$20 million dollars in 2020, factoring in benefits. Very little of the City of Poughkeepsie annual budget goes to fund these struggling youth programs. If we really want to help our young people, we have to invest in programs that will address the issues they face trying to stay on a positive path to adulthood.

### ***Recommendations on Youth Programs***

1. As was done in Denver and many other cities across the country, we recommend the City of Poughkeepsie redirect some funding from policing in schools to Youth Programs in the City. It is recommended that the City of Poughkeepsie Common Council look at redirecting at least 1-2% of the total budget to the City's youth programs. This would go a long way to help stabilize funding for these programs. A partial list of current youth programs that would greatly benefit from more funding is shown in Appendix A.

### **School Transportation**

School transportation plays a critical role in keeping our children safe and keeping youth out of trouble. According to multiple articles, school bus transportation prevents absences, provides jobs for the community, promotes social interaction and relationship among students, and provides all children with safe passage to and from school. Improving school attendance not only keeps kids safe, it increases their likelihood of future success and directly affects school funding. A 2017 article published by The Brookings Institution showed that schools with lower attendance rates receive less funding from the government.

Services being slashed in lower-income districts is of particular concern. And in these lower-income districts, there are higher rates of absences. Therefore, this seems like a perfect storm, in a bad way. If resource-constrained districts have greater absence problems and cutting the very services like buses that may help to address this issue, then the students who require the greatest supports are losing them. Cutting off bus services in high-needs districts may ultimately widen achievement gaps between lower- and higher-income districts.<sup>97</sup>

In the City of Poughkeepsie, the majority of the school district is located in areas with a high crime rate. By not having a dedicated school transportation system in the city, children need to either walk to school or use public transportation. As a result, we are directly endangering students as young as age 11 whose families may not be able to transport or accompany them to school. Public transportation, although free for students, does not vet its riders, so our children are potentially exposed to sex offenders, drug dealers or other individuals who may pose a threat

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<sup>97</sup> Gottfried, Michael. "Children who take the school bus have fewer absences." The Bookings Institution, May 17, 2017. <https://www.brookings.edu/blog/brown-center-chalkboard/2017/05/17/children-who-take-the-school-bus-have-fewer-absences/>

to them and their future. This lack of dedicated school transportation exposes children to bullying, harassment, gang activity, drug use and other harmful activities. Young girls risk rape or sexual assault. In some cases, it takes an hour for a child to walk to school, longer in bad weather.

Children can also get into fights or conflicts with the police when going to or from school. As described earlier in this report, a formal complaint was filed against the CPPD for the 2019 incident involving 15 year old Jamelia Barnett and 12 year old Julissa Dawkins who were walking home from school.<sup>98</sup> Such instances are a perfect example that proper and safe school transportation can prevent instances like this from happening and allow officers to do other work in the community that is more productive.

### ***Recommendations on School Transportation***

1. The Common Council, the Mayor's office and the Poughkeepsie City School District should work together to develop a plan to implement dedicated school transportation for the City of Poughkeepsie youth.
2. As stated in the section on Community Policing and as recommended by the City of Poughkeepsie Procedural Justice Committee, the City should work with the School District to develop better plans for "Safe Passage" of students to and from school.

### **Alternatives to Harmful Diversion Programs**

Diversion programs, if correctly implemented, are an effective approach to helping kids stay out of the School to Prison Pipeline. If not implemented correctly, diversion programs can become a harmful path into the School to Prison Pipeline. In-school suspensions, diversion programs that mirror the criminal probation system or programs which directly engage the justice system, have proven to be mostly ineffective. As an example, a young woman who grew up in the Poughkeepsie City schools described how the district used the Circle of Courage Learning Center: "This center was essentially an extended in-school suspension center where they simply placed students who the district considered to be an issue. They were provided a substandard education at best, but quite frankly it simply served as the next step in our own school to prison pipeline." Fortunately, the city recognized the center was not working and closed it.

The key to successful diversion programs is to provide the right type of counseling and expert support, without the involvement of law enforcement or the justice system. Having the police involved in any diversion program inherently places affected children into the criminal justice system instead of diverting them from it. A study by the National Center for Mental Health and Juvenile Justice in 2012 titled "School-Based Diversion" provides a good framework for an effective diversion program. According to this study:

A recent study found that 70% of youth involved with the juvenile justice system met criteria for a mental disorder, over 50% met criteria for multiple disorders, and almost

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<sup>98</sup> Welber, Bobby. "Video Alleges Hudson Valley Cop Slammed Teen Girl to the Ground." *Hudson Valley Post*, March 14, 2019. <https://hudsonvalleypost.com/video-alleges-hudson-valley-cop-slams-teen-girl-to-ground/>

30% are experiencing disorders so severe that their ability to function is highly impaired (Shufelt & Cocozza, 2006). Their illnesses include major depression, bipolar disorder, conduct disorder, attention deficit/hyperactivity disorder, anxiety disorder and other potentially debilitating conditions (Skowyra & Cocozza, 2006). Many of these youth also have education-related disabilities (Burrell & Warboys, 2000), are marginally literate or illiterate, and have frequently experienced school failure and grade retention (Center on Crime, Communities and Culture, 1997)....

Schools are a primary source of referrals to the juvenile justice system, and frequently refer disruptive or unruly youth to the police or to juvenile court. It is recognized that a youth's acting out behavior is often the result or a symptom of a mental health need that has gone undiagnosed or untreated (Skowyra and Cocozza, 2006). Further, many of these referrals involve students with special education needs whose behavior is related to their disability (Lynagh & Mancuso, 2004). In recent years, the number of school to justice referrals has steadily increased due to schools referring students for the type of behaviors that in the past had been handled by school administrators (Rimer, 2004). Zero-tolerance policies, which were originally designed to target the most serious offenses, have been broadened in many communities to punish youth for even the most minor of offenses (National Council on Crime and Delinquency).<sup>99</sup>

### ***Recommendations on Diversion Programs***

1. The Common Council should work with the City of Poughkeepsie School District to assess the current state of any diversion programs currently being used in our schools and work to modernize them, ensuring mental health assessment and support is fully integrated as a key element of these programs.

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<sup>99</sup> "School-Based Diversion." *National Center for Mental Health and Juvenile Justice*, September 2012. [https://ncyoj.policyresearchinc.org/img/resources/School-Based\\_Diversion\\_Strategic\\_Innovations-563790.pdf](https://ncyoj.policyresearchinc.org/img/resources/School-Based_Diversion_Strategic_Innovations-563790.pdf)

## Mental Health and Substance Use

According to a 2015 report from the Treatment Advocacy Center,<sup>100</sup> “People with untreated mental illness (UMI) are 16 times more likely to be killed during police encounters than other civilians approached or stopped by law enforcement.” In the United States, the population of people with untreated severe mental illness is estimated to be about one in 50 adults. Yet at least one in four fatal police shootings involve an adult with UMI. There is a general lack of data on how many people with mental illness are involved in non-fatal police incidents, but this is estimated to be a much higher percentage. The Treatment Advocacy Center urged lawmakers to:

- Restore the mental health system so that individuals with severe mental illness are not left to deteriorate until their actions provoke a police response;
- Fund reliable federal tracking and reporting of all incidents involving the use of deadly force by law enforcement, whether lethal or not; and
- Assure that the role of mental illness in fatal police shootings is identified and reported in government data collection.

Compounding this issue is the fact that aggressive policing can actually create more mental health issues for young Black or Latinx men. A study published by the American Public Health Association documented the results of a comprehensive survey of 1,261 young men aged 18 to 26 years in New York City. Those surveyed were asked, “how many times they were approached by New York Police Department officers, what these encounters entailed, any trauma they attributed to the stops, and their overall anxiety?” The study concluded:

The intensity of respondent experiences and their associated health risks raise serious concerns, suggesting a need to reevaluate officer interactions with the public. Less invasive tactics are needed for suspects who may display mental health symptoms and to reduce any psychological harms to individuals stopped.<sup>101</sup>

Any police encounters can result in mental trauma, but police stops that involve physical violence, racial degradation and/or homophobic behavior can be especially harmful, and often lead to more severe, long-term mental issues. This issue can be reduced somewhat if the police officers are people of color, reflecting the community they serve.

As discussed in the prior section, mental health is an even bigger issue for youth: “A recent study found that 70% of youth involved with the juvenile justice system met criteria for a mental disorder, over 50% met criteria for multiple disorders and almost 30% are experiencing disorders so severe that their ability to function is highly impaired.”<sup>102</sup>

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<sup>100</sup> Fuller, Doris A.; Dr. H. Richard Lamb; Michael Biasotti and John Snook. “Overlooked in the Undercounted – The Role of Mental Illness in Fatal Law Enforcement Encounters.” *The Treatment Advocacy Center*, December 2015. <https://www.treatmentadvocacycenter.org/storage/documents/overlooked-in-the-undercounted.pdf>

<sup>101</sup> Geller, Dr. Amanda; Dr. Jeffrey Fagan; Dr. Tom Tyler and Dr. Bruce G. Link. “Aggressive Policing and the Mental Health of Young Urban Men.” *American Public Health Association*, December 2014. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4232139/>

<sup>102</sup> “School-Based Diversion.” *National Center for Mental Health and Juvenile Justice*, September 2012. [https://ncyoj.policyresearchinc.org/img/resources/School-Based\\_Diversion\\_Strategic\\_Innovations-563790.pdf](https://ncyoj.policyresearchinc.org/img/resources/School-Based_Diversion_Strategic_Innovations-563790.pdf)

Mental health in general has deteriorated during the pandemic, as a result of the crushing burdens of unemployment, widespread illness, losses of family and friends and the added stress of social distancing and isolations. Police officers, themselves, have experienced increased stress in the current environment. The police reform efforts, although intended to help both the community and the police, has members of law enforcement feeling misunderstood and under attack.

Furthermore, the city's mental health clinics are under extreme pressure due to the pandemic and losses of job-related healthcare. Mental health professionals have overwhelming patient loads. They need to hire more professionals to handle the fallout from multiple losses of loved ones, financial devastation, illness and social isolation.

## **Mental Health Support**

Members of PCAC met with several organizations that provide mental health and substance use support in the City of Poughkeepsie. There are many different organizations, such as People USA, Mental Health America, Family Services and Astor Services for Children & Families working hard to introduce and expand improved approaches to helping those in the community with mental health issues. As much as possible, The City of Poughkeepsie Police Department should rely on other professional organizations to response to mental health, substance use and homeless crisis response to prevent such situations ending up in an escalating police encounter that may result in incarceration, injury or even death at the hands of the police. These mental health and crisis response services must remain under professional civilian control.

The City of Poughkeepsie and the Dutchess County government must also ensure adequate support for these organizations that exist to provide critical mental health support. In general, the city and county need to fund a continuum of care for ALL members of the community. There are clearly some issues that must be addressed. For example, an individual who was personally admitted to the Brin ward at the Mid-Hudson Regional Hospital told us, the ward "is an abysmal and even traumatizing place to seek help. There are no windows, the rooms are extremely tiny, everyone is locked in, there are no showers, little or no attempt is made to make the experience comfortable. People who have been there point out that the paper gowns alone chafe and provide no warmth." This is not a humane way to treat people in need.

In contrast to the Brin ward, the Stabilization Center and the Lexington Center for Recovery in the City of Poughkeepsie have become valuable resources to the community. The Stabilization Center offers 24/7 walk-in support for anyone in crisis needing help. People USA recently took over responsibility for the Center. Steve Miccio, CEO of People USA, describes the Center as "hub of wellness". Partnering with other organizations throughout the region, the Stabilization Center ensures anyone coming into the Center gets the type of help they need within 24 hours. The Center does follow-ups to ensure longer term support for those in need. Further improvements are in planned to make the Stabilization Center an even more welcoming, comfortable and "homey" place to come for help. They are also increasing the number of partners and expanding staff training.

There currently is no diagnostician or subscriber on staff at the Stabilization Center, so people in need of new medication are referred to partner organizations. We understand the reason for this, but some members of PCAC feel that having a nurse practitioner or doctor available at the Center would provide a more seamless continuum of care, with no delay in

getting medication to people who have an immediate need. This type of crisis support is especially critical during the pandemic with extensive job losses, which forces people to choose between food and medications.

### ***Recommendations on Mental Health Support***

1. The City of Poughkeepsie, working with Dutchess County government, should ensure that there is enough support and funding of local mental health support organizations to ensure a continuum of mental health care and substance use disorder help for all members of the community. Both the city and the county should consider redirecting more funding to these critical organizations.
2. To help redirect more mental health response to professionals in this field, the Stabilization Center should be publicized throughout the county along with the Helpline numbers. Pamphlets or business cards could be put in medical offices, clinics, libraries, schools, and colleges. More billboards could be sponsored to reach every corner of Dutchess.
3. The very effective holistic Partial Hospitalization Program on North Road should be extended to at least a month for those recovering from mental health and/or substance misuse crises. This program was six months long when it was initiated.

### **The Critical Importance of Adequate Housing**

Sociologists, social workers, therapists, and community volunteers along with leaders in Poughkeepsie and Dutchess County nonprofits agree that Housing First is the best investment for the long-term care of those who must deal with mental illness, substance use recovery, as well as homelessness. Supportive Housing means someone has a permanent residence first and can be visited by caregivers who help them to deal with their issues. There is no requirement or precondition of treatment. “Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry,” according to a Housing and Urban Development (HUD) brief.

As shown earlier in this report, the City of Poughkeepsie has a growing “houseless” population. The situation has become so dire that in March of 2020, County Executive Molinaro issues an emergency order to use “previously vacant temporary housing units (PODs) at the Dutchess County Law Enforcement Center and Jail campus to be repurposed as emergency shelters for this in need.”<sup>103</sup>

As an example of transferring city funds, Austin has cut \$6.5 million from its policing budget to buy a former motel to turn it into units for those who are homeless, according to *Forbes*.<sup>104</sup> This will be supportive housing with 60 units and they are looking at another 80-unit hotel. There are empty motels in major shopping and transportation hubs in Poughkeepsie. Local nonprofits would supply mental health, substance misuse, and case management services. Some

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<sup>103</sup> Dutchess County Government website. “Molinaro Orders PODs at Dutchess County Jail to be Repurposed as Emergency Shelters Ongoing State of Emergency Declaration in response to rising cases of Coronavirus in Dutchess County.” <https://www.dutchessny.gov/County-Government/PODs-repurposed-as-emergency-shelters.htm>

<sup>104</sup> McEvoy, Jemima. “Austin To Use Money Cut From Police Budget To Run Hotel For Homeless Population.” *Forbes*, January 28, 2021. <https://www.forbes.com/sites/jemimamcevoy/2021/01/28/austin-to-use-money-cut-from-police-budget-to-buy-hotel-for-homeless-population/?sh=1c516fd34612>

cities also use HUD funds to refurbish scattered housing units for those who have suffered homelessness and need support services.

## **Recommendations to Ensure Adequate Housing**

1. The City of Poughkeepsie should complete a study of available supportive housing in the city and define a clear plan to address gaps, redirecting funding as needed to meet this critical need. By investing in adequate supportive housing, there should be a reduction in money and resource currently spent dealing with the issue of homelessness and mental health on the streets. We recognize both long term and stopgap legislation has been proposed by the Common Council, and we recommend implementation of stopgaps while feasibility studies are undertaken for long term measures.

## **Crisis Response Teams**

The CPPD currently uses the Crisis Intervention Team (CIT) model, also known as the "Memphis Model" was first developed in 1988,<sup>105</sup> and is now being adopted in police departments across the country. According to the CIT International website, the basic goals of CIT are:

- Improve Officer and Consumer Safety
- To help persons with mental disorders and/or addictions access medical treatment rather than place them in the criminal justice system due to illness related behaviors.

PCAC was pleased to learn that many officers within the CPPD have received 40 hours of CIT training with the help of People USA. This training can increase awareness about dealing with crisis and perhaps introduce some best practices in crisis response, but it is clearly not a substitute for professionals who have a minimum of 4 years of education in dealing with crisis.

A paper on the effectiveness of CIT programs published in the *Journal of the American Academy of Psychiatry and the Law* showed that there were some clear benefits from the program:

The CIT model may be an effective component in connecting individuals with mental illnesses who come to the attention of police officers with appropriate psychiatric services. Early research indicates that the training component of the CIT model may have a positive effect on officers' attitudes, beliefs, and knowledge relevant to interactions with such individuals, and CIT-trained officers have reported feeling better prepared in handling calls involving individuals with mental illnesses.<sup>106</sup>

But the study went on to say the overall effectiveness of CIT programs, in terms of diverting people with mental health issues from the justice system to the mental health organizations has yet to be clearly demonstrated. There has not been enough evidence to date to show significant

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<sup>105</sup> CIT International website. "What is CIT?" <https://www.citinternational.org/What-is-CIT>

<sup>106</sup> Compton, Michael T.; Masuma Bahora; Amy C. Watson and Janet R. Oliva. "A Comprehensive Review of Extant Research on Crisis Intervention Team (CIT) Programs." *Journal of the American Academy of Psychiatry and the Law*, March 2008. <http://jaapl.org/content/36/1/47.full>

reductions of arrests, officer injury, citizen injury, or use of force involving people with mental health issues.

We appreciate the intent of the BEAT Patrol Unit, which is a partnership between the CPPD and Mental Health America, to help those in the community in need of mental health or substance use support and services. There is always a concern, however, that the presence of police officers may result in conflict and escalation.

A growing number of cities are implementing crisis response that is modeled after the CAHOOTS (Crisis Assistance Helping Out On The Streets) program<sup>107</sup> started in Eugene, Oregon. These programs are focused on healthcare professional (non-police) crisis response. A June 2020 interview<sup>108</sup> of CAHOOTS staff stated that more than 20% of the 911 calls are directed to the CAHOOTS team. When asked how often they needed to call for police assistance, they stated that police were only needed in 150 out of 24,000 calls, which is less than 1% of the time.

Mental Health America's Mobile Crisis Intervention Teams operate in a similar way, only using police on calls when needed. Unless there is risk to the safety of mental health professionals, it is preferred that the MHA's Mobile Crisis Intervention Team is deployed to help those in need.

### **Recommendations on Crisis Intervention**

1. The CPPD should continue with the Crisis Intervention training program to ensure over time all officers receive the training. Policies should be put in place to ensure that all officers who receive the training periodically go through some refresher training.
2. The City of Poughkeepsie should utilize the Mobile Crisis Intervention Team (MCIT), established by Mental Health America, to handle mental health and substance use incidents that do not represent a threat to the community. It is important that this is an **all civilian** team. We hope that through the use of the MCIT, those experiencing crisis will not be further traumatized by seeing police vehicles, flashing lights, or armed officers coming into their homes.

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<sup>107</sup> Eugene, OR Police Department website. "CAHOOTS." <https://www.eugene-or.gov/4508/CAHOOTS>

<sup>108</sup> "CAHOOTS: How Social Workers And Police Share Responsibilities In Eugene, Oregon." *NPR All Things Considered*, June 10, 2020. <https://www.npr.org/2020/06/10/874339977/cahoots-how-social-workers-and-police-share-responsibilities-in-eugene-oregon>

## **Alternatives to Calling the Police**

According to the Vera Institute of Justice, in the United States there is an arrest made every 3 seconds, only 5 percent of which are for serious violent crimes.<sup>109</sup> There have also been over 984 people murdered by the police in the past year, many of whom were in need of support.<sup>110</sup> It is the challenge of many activists and community leaders to address the other 95 percent and end these deadly police confrontations. One way to limit arrests and violent police encounters, is by providing alternatives to calling the police. Utilizing these alternate resources could free up police officers so they can spend their time on more serious offenses. Police unions have been advocating that officers are overextended and not compensated for extra hours.

These alternatives include filling a report at the police station, de-escalating the situation yourself, and assessing if the situation is worth involving the police.<sup>111</sup> However, a simple way for all community members to limit their reliance on the police is by utilizing community resources.

In the City of Poughkeepsie there are various organizations in the fields of unaccompanied youth services, alcohol and substance abuse, violence and conflict resolution, and mental health, houseless, domestic violence, and medical support. However, not all members of the public know or are able to access such resources. This results in an over-reliance on calling the police to fill these basic needs or the needs being left unmet.

Over-reliance on the police can diminish the time the police spend responding to violent crimes, while overworking them in non-criminal areas, and create more opportunities for police violence towards Black and Brown members of the community. There are countless cases of the police murdering people of color after responding to non-violent and non-criminal calls, such as Walter Wallace Jr., Bennie Edwards, and Poughkeepsie resident, Maurice Gordon Jr.

A list of resources that should be added to the pamphlet and website, which have been vetted by community members and local black-run organizations, can be found under Appendix B.

### ***Recommendations on Alternatives to Calling the Police***

1. We recommend that the City of Poughkeepsie, in coordination with the county, create a resource amplification campaign. The campaign should include the creation of a pamphlet, which contains the name, a short description, location, map of resources in unaccompanied youth services, alcohol and substance abuse, violence and conflict resolution, and mental health, houseless, domestic violence, and medical support. This pamphlet should be regularly distributed across the City of Poughkeepsie, including in homeless shelters, food kitchens, and schools, and updated monthly with edits, questions, and new resources sent in by community members to an email included on the pamphlet. Additionally, the resource

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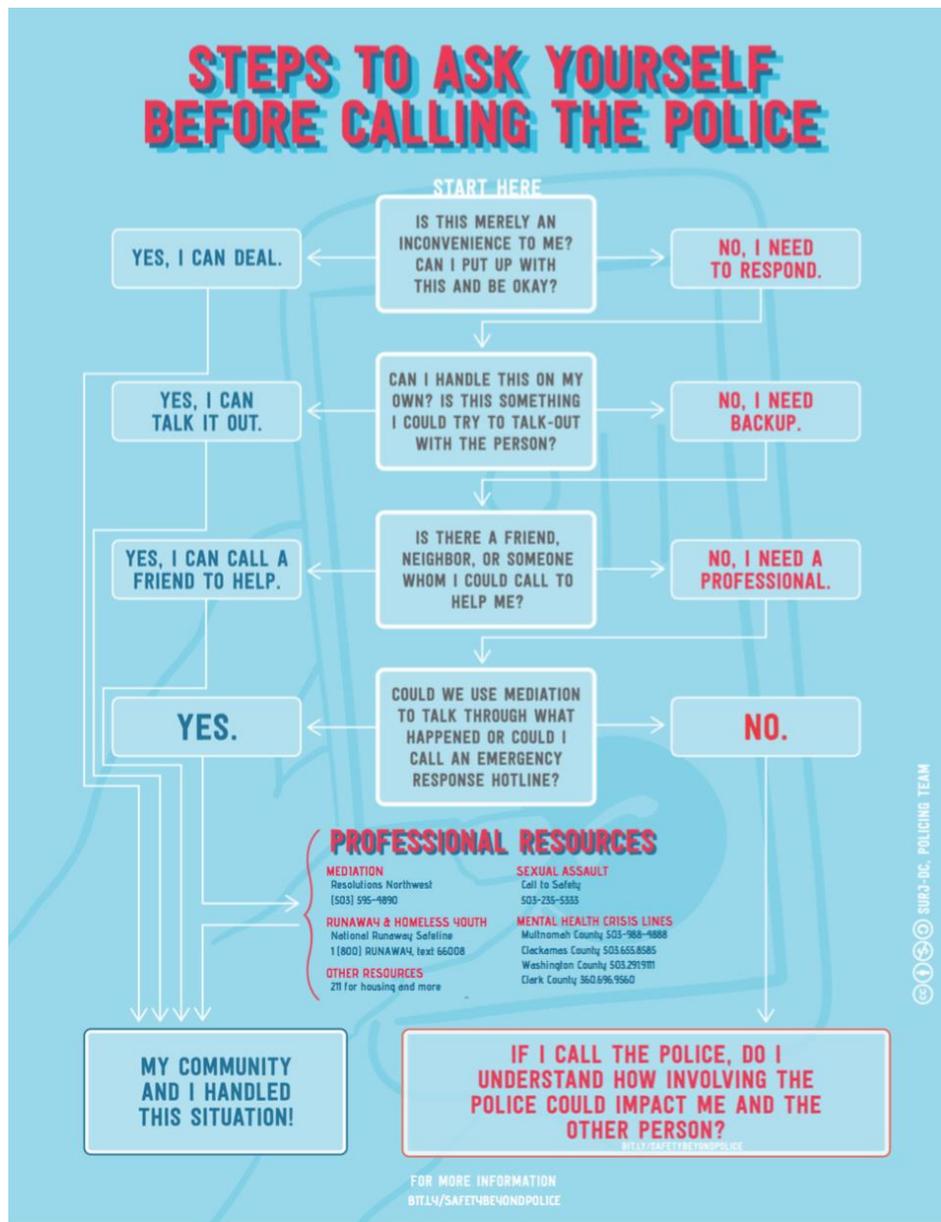
<sup>109</sup> Rebecca Neusteter, Megan O'Toole. "Every Three Seconds." Vera Institute of Justice, January 2019 <https://www.vera.org/publications/arrest-trends-every-three-seconds-landing/arrest-trends-every-three-seconds/overview>

<sup>110</sup> Julie Tate, Jennifer Jenkins, Steven Rich, John Muyskens, Joe Fox, David Fallis, and Danielle Rindler. "Fatal Force." Washington Post, January 27, 2021. <https://www.washingtonpost.com/graphics/investigations/police-shootings-database/>

<sup>111</sup> "If You See Something, Do Something!" May Day Collective and Washtenaw Solidarity and Defense. <https://ia800800.us.archive.org/1/items/12ThingsToDoInsteadOfCallingTheCops/12things-screen.pdf>

campaign should include a website, which contains an interactive map of resources in the City of Poughkeepsie, links to them, and any positive or negative reviews or stories about the resources. This will limit our dependence on the police and inform the community about resources they may not know about.

- The Poughkeepsie City School District should adopt a monthly program for community youth and general support organizations to present their services to students at Poughkeepsie Middle and High School, in the hopes of creating awareness about services offered to them. The program should include presentations on when and when not to call the police and an explanation of the possible ramifications of calling the police. They can use the toolkit below as a reference.<sup>112</sup>



<sup>112</sup> “Alternatives to Calling the Police: Washington, DC.” Showing Up for Racial Justice, DC, January 24, 2021 <https://www.bit.ly/safetybeyondpolice>

## **Appendix A: List of Youth Programs**

The following is a list of youth programs available in the City and Town of Poughkeepsie. It does not include the many programs offered by schools, churches / religious organizations, day care, foster care, health care and government agencies. A more complete list of available programs is available on the Dutchess County “Path To Promise” website:

<https://www.dutchessny.gov/Departments/Youth-Services/Youth-Services-Path-to-Promise.htm>.

### **The Art Effect**

Description: Empowers young people to develop their creative voice to shape their futures and bring about positive social change.

Address: 45 Pershing Avenue, Poughkeepsie, NY 12601

Website: <https://feelthearteffect.org/>

Phone: 845-471-7477

### **Astor Services for Children & Families**

Description: Many different programs for youth and families, including Head Start, Enhanced Coordinated Children's Services Initiative (ECCSI), Counseling Centers, Behavioral & Health Training, and Serving Youth in Their Communities (SYNC)

Address: 6339 Mill Street, Rhinebeck, New York 12572

Website: <https://www.astorservices.org/>

Phone: (845) 871-1000

### **Astor Juvenile Risk Intervention Services Coordination (J-RISC)**

Description: Offers Functional Family Therapy to youth who are identified as high-risk for Family Court involvement and/or juvenile detention or placement. Intervention utilizing Probation Officers.

Address: 50 Market Street, Poughkeepsie, NY 12601

Website: <https://www.astorservices.org/program/hudson-valley-probation-based-services/>

Phone: 845-486-2651

### **Boys & Girls Club of Poughkeepsie**

Description: Offers a variety of programs for academics, athletics and the arts.

Address: 221 Smith Street

Poughkeepsie, NY 12601

Website: <https://www.bgcny.org/>

Phone: 845-452-9264

### **Center 4 Creative Education**

Description: Classes to enrich the social and cultural awareness of our youth and community through arts, wellness and education. Based in Kingston with classes in Poughkeepsie.

Address: 16 Cedar Street, Kingston, NY 12401

Website: <http://cce4me.org/>

Phone: 845-338-7664

### **Cocoon Theatre**

Description: Educationally-minded programs in performing arts  
Address: 9 Vassar Street, Garden Suite, Poughkeepsie, NY 12601  
Website: <http://www.cocoontheatre.org/>  
Phone: 845-452-7870

### **Community Matters 2**

Description: “Right Way 2 PK” Art mentorship program, boxing program, community clean-up, many other programs to help Poughkeepsie Youth  
Address: 100 Little Market Street, Poughkeepsie, NY 12601  
Website: <https://www.communitymatters2.org/>  
Phone: 315-275-3087

### **Dutchess County Division of Youth Services**

Description: The organization administers a NYS Office of Children and Family Services (OCFS) grant to promote positive youth development, increase youth developmental assets and decrease juvenile delinquency. Provides free, confidential short-term supportive services for Dutchess County youth ages 4 to 21 years, who are dealing with personal, family, or school difficulties.

Address: 60 Market Street, Poughkeepsie, NY 12601  
Website: <https://www.dutchessny.gov/Departments/Youth-Services/Division-of-Youth-Services.htm>  
Phone: 845-486-3024

### **Family Services: After the Bell Programs**

Description: This is an after school program for elementary school children. The program includes homework assistance, cultural exploration, creative arts, healthy living workshops, service learning, STEM learning, family nights, parent activities.

Office Address: 29 North Hamilton Street Poughkeepsie NY 12601  
Program locations: Krieger Elementary, Clinton Elementary, Smith School Early Learning Center  
Website: <https://familyservicesny.org/program-areas/youth-services/after-the-bell-programs/>  
Phone: 845-743-0034

### **Family Services: Teen Resource Activity Center (TRAC)**

Description: Provides support, activities, supervision and mentoring to Poughkeepsie youth ages 8 to 18. The program includes physical activity, work readiness training, healthy living workshops, nutritious meals, academic assistance, creative arts, cultural exploration, service learning, family nights, parent activities.

Address: 29 North Hamilton Street Poughkeepsie NY 12601  
Website: <https://familyservicesny.org/program-areas/youth-services/teen-resource-activity-center-trac/>  
Phone: 845-452-1110 ext. 3124

**Family Services: SNUG**

Description: evidence-based street outreach program based on the Cure Violence Model in Chicago, focus on ending gun violence.

Address: 29 North Hamilton Street Poughkeepsie NY 12601

Website: <https://familyservicesny.org/program-areas/community-safety/snug/>

Phone: 845-452-1110 ext. 3189

**Family Services: Youth Who Witness Violence**

Description: A new program for kids, teens, adults and families to talk about and cope with violence.

Address: 29 North Hamilton Street Poughkeepsie NY 12601

Website: <https://familyservicesny.org/program-areas/victim-services/center-for-victim-safety-and-support-cvss/>

Phone: 845-485-5550

**Finish Strong Wellness Center**

Description: “To increase physical, mental, emotional and relational wellness” for young people ages 12 to 24. Non-contact boxing, emotional skills development, mentoring, community engagement, etc.

Address: Main Street / Route 44/55, Poughkeepsie, NY 12601

Website: <http://www.finishstrongpk.org/>

Phone: 845-625-8817

**Harriet Tubman Academic Skills Center**

Description: A small local community academic skills center located in the community room of the Harriet Tubman Housing Complex

Address: 21 Williams Street, Poughkeepsie, NY 12601

Website: <https://www.htasc.org/>

Phone: 845-473-0141

**Lexington Center for Recovery**

Description: Help with adolescent substance use issues

Address: 412 Main Street, Poughkeepsie, NY 12601

Website: <https://www.lexingtonctr.org/>

Phone: 845-486-8880

**Mediation Center of Dutchess County**

Description: Conflict resolution training, peer mediation, dealing with bullying, restorative dialogue.

Address: 205 South Avenue, Suite 200, Poughkeepsie, NY 12601

Website: <https://www.dutchessmediation.org/>

Phone: 845-471-7213

**Mid-Hudson Children’s Museum**

Description: Arts and Culture, Health and Wellness, Literacy and Reading

Address: 75 N. Water Street, Poughkeepsie, New York 12601

Website: <https://mhcm.org/>

Phone: 845-471-0589

### **Nubian Directions II - YouthBuild**

Description: Youth development program that offers HSE prep, job training, counseling and leadership development for out-of-school youths ages 16 to 24, through the construction and rehabilitation of affordable housing in their neighborhoods.

Address: 248 Main Street, Poughkeepsie, NY 12601

Website: <http://nubiandirections.org/youthbuild.html>

Phone: 845-452-8574

### **Poughkeepsie Performing Arts Academy (Boys & Girls Club)**

Description: Extension of the Newburgh Performing Arts Academy for kids ages 3 to 18.

Address: Family Partnership Center, 29 North Hamilton Street Poughkeepsie NY 12601

Website: <https://www.bgcny.org/ppaa-about-us>

Phone: 845-562-5650

### **R.E.A.L. Skills Network, Inc.**

Description: After school and summer programs for elementary through high school students at risk in the Poughkeepsie and Dutchess County area (mentoring, counseling, skills training)

Address: Family Partnership Center, 29 North Hamilton Street Poughkeepsie NY 12601

Website: <https://www.facebook.com/REAL-Skills-Network-Inc-106620509431465/>

Phone: 845-452-6088 x3169

### **Rebuilding Our Children and Community (ROCC)**

Description: Youth Mentorship Program for 9th grade students of Poughkeepsie High School. After school programs and summer camp.

Address: Family Partnership Center, 29 North Hamilton Street Poughkeepsie NY 12601

Website: <https://roccpk.org/>

Phone: 845-857-9265

### **Vassar College Urban Education Initiative (VCUEI)**

Description: Connecting Vassar College to the City of Poughkeepsie public school district. After school program for middle schoolers, a College access program during summer and academic year, and a program which places Vassar College students in classrooms to help English Language Learners.

Address: Maria Mitchell Old Observatory Building, Vassar College, 124 Raymond Avenue, Poughkeepsie, New York 12604

Website: <https://www.vassar.edu/urban-education-initiative/>

Email: [jcbradley@vassar.edu](mailto:jcbradley@vassar.edu)

## **Appendix B: List of Community Resources**

### **Emergency Helplines:**

**Rape Crisis and Crime Victims 24 hour Hotline:** (845) 452-7272

**Domestic Violence 24 hour Hotline:** (845).485-5550

**Mental Health Crisis Hotline:** (845) 485-9700

### **Black and LGBTQ+ General Resources:**

**Call Blackline:** A group of volunteers trained in listening to and affirming the experiences of anyone who may be in crisis or have experienced negative interaction with police, consumer businesses (restaurants and stores), and vigilantism. Contact them at 1-800-604-5841.

**BLM Hudson Valley:** Made up of several racial justice organizers and activists, BLM HV can connect you with several safe, vetted resources across the region. Send them an email if you're in any crisis. Contact them at [Black11v3matterhv@gmail.com](mailto:Black11v3matterhv@gmail.com).

**Newburgh LGBTQ+ Center:** The center is connected with many different resources for an array of crises beyond those included in the rest of the resources, including pending eviction, food insecurity, and emergency funds. Contact them at 845-616-2870. They are located at 102 S William Street, Newburgh.

### **Unaccompanied Youth Services:**

**River Haven Shelter:** Provides youth ages 10-17 with programs to address the emergency needs of unaccompanied youth without housing. You can contact them at 845-454-3600. They are located at 99 Thompson St, Poughkeepsie.

**Children's Home of Poughkeepsie:** Provides a safe and nurturing environment that improves lives and empowers children and families in the Hudson Valley and surrounding communities. You can contact them at 845-452-1420. They are located at 10 Children's Way, Poughkeepsie.

### **Mental Health Support:**

**The Stabilization Center:** A walk-in center for people experiencing a substance or emotional crisis. You can contact them at 845-486-2849. They are located at 230 North Road, Poughkeepsie.

**Dutchess County Helpline:** Provides help with addiction counseling, rehabilitation services, or mental health treatment. An additional service of HELPLINE is the Mobile Crisis Intervention Team, who can go directly to a person in crisis. You can contact them at 845-486-2849.

**MHA of Dutchess County:** Mental Health America Dutchess County is an organization dedicated to promoting mental wellness. You can contact them at 845-473-2500. They are located at 253 Mansion Street, Poughkeepsie.

**People Incorporated Poughkeepsie:** An organization for people working to understand, manage, and overcome their mental health challenges. You can contact them at 845-452-2728. They are located at 126 Innis Avenue, Poughkeepsie.

### **Alcohol and Substance Abuse**

**Poughkeepsie Salvation Army:** Drug and alcohol rehabilitation center. You can contact them at 845-471-1730. They are located at 570 Main Street, Poughkeepsie.

**SAMSA Helpline:** A confidential, free, information service for individuals and family members facing mental and/or substance use disorders. You can contact them at 1-800-662-4357

### **Violence and Conflict Resolution**

**SNUG:** An evidence-based street outreach program, which develops and implements risk-reduction strategies with the goal of saving lives and stopping violence. You can contact them at 845-452-1110. They are located at 29 North Hamilton Street, Poughkeepsie.

**Mediation Center of Dutchess County:** Provides and promotes conflict prevention, management, and resolution services and education. You can contact them at 845-471-7213. They are located at 205 South Avenue, Suite 200 Poughkeepsie.

### **Houseless Support**

**Hudson River Housing:** Create pathways out of houselessness through emergency, transitional, and permanent housing. You can contact them at 845-454-5176. They are located at 313 Mill Street, Poughkeepsie.

**Catholic Charities Community Services of Dutchess County:** Provides a wide array of free services to individuals in need. You can contact them at 845-452-1420. They are located at 218 Church Street, Poughkeepsie.

### **Domestic Violence Support**

**Grace Smith House:** Provides residential and non-residential services to victims of domestic violence and their families. You can contact them at 845-452-7155. They are located at 1 Brookside Avenue, Poughkeepsie.

**House of Hope/Faith:** A domestic violence shelter with 14 beds in Southern Dutchess. They provide 24 hour assistance, counseling, and crisis intervention. You can contact them at 845-765-0294.

### **Medical Support**

**Healthquest:** Provides routine exams and more advanced medical care. You can contact them at 845-483-0447. They are located at 1 Pine Street, Poughkeepsie.

**Pulse-MD Urgent Care:** Offers immediate care for common illnesses, injuries, and conditions.

Open 7 days a week. You can contact them at 845-243-7100. They are located at 696 Dutchess Turnpike, Poughkeepsie.

**Sun River Health Poughkeepsie:** Provides primary and family care, dental, OB-GYN, behavioral, mental health, pediatric, and more care regardless of insurance status or ability to pay. You can contact them at 845-790-7990. They are located at 75 Washington Street, Poughkeepsie.

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