



George Floyd, Trayvon Martin, Tamir Rice, Anthony Baez, Amadou Diallo, Ousmane Zango, Sean Bell, Ramarley Graham, Patrick Dorismond, Akai Gurley, Eric Garner, Michael Brown, Laquan McDonald, Oscar Grant, Walter Scott, Freddie Gray, Philando Castile, Antwon Rose Jr., Ahmaud Arbery, Breonna Taylor, and all those who go unnamed but faced the same fate at the hands of law enforcement in the US.

Regardless of Executive Order 203¹, it's our responsibility to create a safe community free of fear from those who are tasked with our safety. This is not only the commitment of the City of Plattsburgh's political leadership, but more importantly it's the driving factor for those who choose the honored profession of being a law enforcement professional.

We must say the names of those murdered by the hands of whom we've instilled trust. We must not forget that painting anyone with a broad brush based on the color of their skin or their occupation will lead only to more strife and disconnect. We as a city, a society, neighbors, and family members deserve better for ourselves and each other.

The plan presented in this 11-page document addresses a number of policy, transparency, communication, and training concerns. For our City, this is just the beginning of an evolution of thinking and a transformation into our ways of being and acting when it comes to law enforcement and public safety.

Thank you,

Christopher C. Rosenquest
Mayor, City of Plattsburgh

¹ <https://www.governor.ny.gov/news/no-203-new-york-state-police-reform-and-reinvention-collaborative>

City of Plattsburgh Police Reform and Reinvention Collaborative Plan

In this plan you'll find the recommendations made by the Public Safety Review Panel grouped under different categories. Each category will have at least one panel recommendation along with a recommendation for how the City of Plattsburgh plans on implementing or exploring the recommendations.

Per the executive order, this plan was created by members of the original public safety review panel and a limited number of members of the City of Plattsburgh's legislative body.

Review Panel Recommendation: Continuation of Public Safety Citizens' Review Panel

Panel Recommendation #1: *To adopt a resolution that will allow the City of Plattsburgh Public Safety Citizens' Review Panel to continue to work with the City of Plattsburgh to assist with the development and implementation of the following 19 recommendations set forth by the panel.*

City of Plattsburgh: We believe having a network of support and engaged community members will ultimately create an environment of success and progress leading to a transformation in the city's approach to public safety and policing.

- We will create, by formal resolution, a working group of community advocates to support the progress of the following plan
- This group will consist of five, self-selected members of the original Public Safety Review Panel
- We will engage this group as needed during the implementation/execution of this plan and will also provide regular progress reports

Review Panel Recommendation: Increase Staff Education/Knowledge

Panel Recommendation #2: *Establish a Crisis Intervention Team (“CIT”) pursuant to the Governor’s recommendation utilizing best practices for creation and implementation.*

City of Plattsburgh Response: We believe that exploring and implementing a City of Plattsburgh specific CIT is a public safety priority

- We will design a CIT model specific to the City of Plattsburgh’s needs using the “*CRISIS INTERVENTION TEAM (CIT) PROGRAMS: A BEST PRACTICE GUIDE FOR TRANSFORMING COMMUNITY RESPONSES TO MENTAL HEALTH CRISES*” (August 2019). We anticipate the research and design process to take anywhere between 4-5 months.
- Research funding, training, personnel requirements for City of Plattsburgh to implement a city specific CIT. We anticipate funding, hiring, and training to take between 6-8 months.
- A serious concern the City of Plattsburgh has is having a strictly City of Plattsburgh only CIT. We recognize the importance and need to include a number of resources to help address public safety in our city. We also recognize there are three major law enforcement agencies that also provide some level of public safety within the boundaries of the City of Plattsburgh: State Police, SUNY Campus Police, and Clinton County Sheriff’s Department. Although the City of Plattsburgh can implement a city specific CIT, we do not have the authority to force other law enforcement agencies responding to public safety calls to follow the same model the Plattsburgh PD will be required to follow.

Panel Recommendation #3: *Increase department staffing budget creating a middle management tier compensated appropriately, with adequate job protection and adding sufficient staffing based on historic needs.*

City of Plattsburgh Response: The Mayor and City management are actively creating a benefits and pay package for the public safety management personnel.

Panel Recommendation #4: *Require all staff to complete recurring and comprehensive training including Implicit Bias, Principled Policies and national best practices.*

City of Plattsburgh Response: We are into our 5th month of implementing the Police 1 training platform. Our training policy and requirements will include at least 10 additional hours of racial justice and implicit bias education into enhanced training on a bi-annual schedule for all uniformed and non-uniformed officers employed with the Plattsburgh PD.

The Police 1 platform provides a number of training modules and components including the following:

1. Implicit Bias Training:
 - a. Anti-Racism (using inventories ex. Deborah Plummer, Harvard Implicit Association Test and Ambivalent Sexism inventories as baselines)
 - b. Implicit Bias and Anti-Bias for Law Enforcement 1 & 2
 - c. Civil Rights
 - d. Cultural Awareness - 1 & 2
 - e. LGBTQIA+ Awareness curriculum
2. Use of Force Training:
 - a. Tactical Communication
 - b. Importance of Communication in Law Enforcement
 - c. Use of De-escalation tactics when responding to a crisis call
 - d. De-escalation and minimizing use of force
 - e. Non Escalation vs De-escalation- verbal tactics
 - f. Communication Skills 1-4
 - g. Verbal De-escalation skills
3. Mental Health Response Training:
 - a. Emotional and Psychological Disorders 1 & 2
 - b. Bi-annual Mental Health First Aid for Law Enforcement live training for all staff.

Senior Management is actively working with local resources, community partners, and the staff of the Plattsburgh PD to execute these training modules and integrate the education into daily PD operations.

Panel Recommendation #5: *Increase workforce diversity by establishing a recruiting program which identifies and focuses on under-represented populations.*

City of Plattsburgh Response: We have designed and established a recruiting program which will commence May 15th. The Mayor is requesting the implementation of this program be coupled with a marketing strategy that addresses recruiting locations, funding for marketing, and a strategy for actively engaging diverse and underrepresented communities for recruiting.

Review Panel Recommendation: Build Relationships & Community Trust

Panel Recommendation #6: *Increase community engagement by using foot patrol and personal interaction to restore trust and build relationships. (Examples: NIOT [Not in Our Town] model to create community/police dialogues for engagement, setting up ‘meet and greets’ where the community and police can be engaged in dialogue)*

Panel Recommendation #7: *Staff the Plattsburgh Police Community Center for purposes of community policing and community engagement activities that include opportunities that engage youth, promote safety and wellbeing of all community members, and a place of mutual trust for marginalized populations.*

Panel Recommendation #8: *Increase evidence-based education awareness and intervention programs for decreasing drug abuse/drinking among youth (use national evidence-based resources complemented by local agency staff).*

Panel Recommendation #9: *Require all officers to have business cards with information on the back for the Emotional Textline, Emergency Housing, Mobile Crisis, etc.*

Panel Recommendation #10: *Continued involvement in community task forces that serve high needs populations that are likely to interface with the Plattsburgh City Police in an effort to build relationships with community organizations.*

Panel Recommendation #11: *Create a community outreach campaign to inform and educate the community regarding the 9- 1-1 Good Samaritan Law.*

Panel Recommendation #12: *Create a mechanism for community feedback that is disseminated directly to the Chief of Police and at least one member of Senior Management at the Police Department as designated by the Chief of Police. Examples: link on website, drop box at the Community Center & Police Station.*

City of Plattsburgh Response: We believe community engagement as a whole ***should*** be addressed with a full-scale strategy rather than a piecemeal approach. The panel's recommendations highlight the desires our community has to have an engaged, approachable, reliable, and trustworthy police force. It's the recommendation of Senior Management and the Mayor to create a community engagement approach with strategies for implementation that include, but are not limited to the following:

1. Holding town-hall type meetings for question/answer sessions
2. Using the Ted K Community Center and other community venues for public engagement events
3. Utilizing the Downtown Office and Community Center to focus on the whole community.
4. Expanding social media outreach and using social platforms to educate and inform on matters of public safety.
5. Leverage the proximity of the Community Center to engage business owners and community influencers with training or other public safety support.
6. Define, expand, and implement the function and strategy of the Downtown Community Center.
7. Coordinating the City of Plattsburgh's Community Development, Youth, and PHA officers to be "the faces" of community engagement. Leverage their already active role in the community to create a strategy and expand on this work.

8. Host a yearly public safety event (eg: National Night Out) to encourage neighbors to meet neighbors and for our community to engage with each other and our public safety professionals.
9. Develop and deepen relationships with other agencies, such as mental health agencies, business groups, community groups, etc.
10. Provide written resources on business cards and other marketing materials for community members and partnering agencies.

Fundamentally, this approach is intended to create a whole approach to community engagement that not only addresses the panel's recommendations but creates a platform for a transformative approach to how the City of Plattsburgh Police and public safety professionals engage and stay engaged with our community. The goal is to lead to a fundamental shift in policing in the City of Plattsburgh.

Review Panel Recommendation: Develop Alternative Response Models

Panel Recommendation #13: *Develop Alternative Response Models 13. Continue to build on alternate response models (eg. Crisis intervention team, dual response with other law enforcement and community agencies, community policing).*

City of Plattsburgh Response: As defined by Panel Recommendation #2, the City of Plattsburgh will develop and implement a CIT model. This will be combined with an annual review of the CIT model, quarterly review of lessons learned, and an annual report supplied to the Mayor and reported out to the community.

Review Panel Recommendation: Address Transparency & Accountability

Panel Recommendation #14: *Expand and track data collection on police interactions/complaints and require annual reporting to the Common Council, including but not limited to race, color, age, sex, and gender identity.*

City of Plattsburgh Response: We feel and acknowledge the underlying concern for the City and our community is ensuring our policing policies are not rooted in bias (implicit or otherwise) and that we're policing for safety and not unfairly targeting any particular group.

There are a number of police interactions where collecting identifying and demographic data is either not feasible or a violation of civil rights. Because of those

logistical concerns we will create an outline of potential police interactions and what data is appropriate to collect for each interaction. We recognize that while our ability to collect this data and the underlying intention of the panel may mismatch, we want to ensure that the request and concern for transparency is first met with acknowledging our legal capacity to address these concerns.

For those police interactions where we do collect demographic and identifying information, we can readily create and deliver reports on police interactions. In addition to reporting this data, our Senior Management will reinstate the Quality Control of Patrol Division as part of the Patrol Lieutenant's responsibilities to evaluate footage of traffic stops and interactions; there will be a specified number of monthly reviews that culminate in quarterly reports to the Mayor and ultimately to the public.

Panel Recommendation #15: *Implement the use of body cameras.*

City of Plattsburgh Response: We recognize that use of body cameras is increasingly becoming a standard in US policing. Although we currently and actively use cameras in our police vehicles, there is still a demand for cameras to be placed on individual uniformed officers. The concern that the panel and the City shares is the cost to purchase and administer. As much as these costs can be a hurdle to implementation, we still need to quantify the hurdle.

We also recognize there's a cost to purchase, implement, maintain, and update the physical hardware, software, storage, and content management that's associated with implementing body cameras. However, before making any final determinations on feasibility, we first need to understand those costs and overall hurdles to implementing this approach.

We're not aware of all of the costs involved. We assume further research may show us that Collective Bargaining Agreements ("CBA") for camera use is required, that we'll need to hire additional uniformed personnel to manage this system, discovery laws may be cumbersome and time consuming, and the implementation of body cameras may not be necessary for our community.

However, these hurdles **need to be** quantified. It will be our approach to do just that.

We will begin the process of researching and outlining exactly what it would take to implement a body camera policy with the ultimate determination based on the following information:

- Costs associated with hardware, software, storage, and maintenance
- CBA agreements and needs for renegotiations
- Need for additional personnel to manage
- Quantifiable community needs for the use of body cameras.
- Exploring funding routes and opportunities.

After collecting the appropriate information, we will leverage the relationship with the panel created per **Panel Recommendation #1** and the legislative body to discuss next steps and the ultimate decision to pursue, or not, the implementation of body cameras.

Panel Recommendation #16: *Upon receipt of any citizen or officer complaint or subject management report, the Police Department shall immediately investigate and handle according to the Police Department’s policies and procedures. Following the investigation, a report of the complaint and actions taken shall be provided to the Common Council, or any sub-committee designated by the Common Council such as the Public Safety Committee, within thirty (30) days of receipt of the complaint.*

City of Plattsburgh Response: As a policy, we actively investigate police disciplinary actions and complaints. This is the current policy and process.

For complaints levied against an officer or member of the police department, we will begin to provide a report on a regular basis to the Common Council’s Public Safety Committee. Per this report, we will ensure that all complaints are reported on and resolved appropriately in a timely manner.

Any reports provided to the public will be made for public consumption and personally identifiable information will be removed when appropriate.

Review Panel Recommendation: Address staff wellness

Panel Recommendation #17: *Develop burn-out prevention strategies to include, but not limited to, compassion fatigue and critical incident resiliency training.*

City of Plattsburgh Response: We currently and actively participate and promote an Employee Assistance Program. This program addresses a number of mental health and support concerns for staff in the Plattsburgh PD and throughout the City.

Specifically for Plattsburgh PD, we will explore and implement a “Mental Health First Aid” training provided by our EAP provider.

Panel Recommendation #18: *Review shift durations with a focus on staff wellness and burnout*

City of Plattsburgh Response: We recognize that multiple days of 12 hour shifts can be mentally and physically taxing for our staff. Especially for staff in stressful positions such as our public safety personnel.

We will address the options for different staffing shifts with the CBA as this will require a negotiated change with their agreement. We will also explore the need to hire more personnel if a change is made to the current shift schedule. It’s assumed based on previous shift modeling that an increase in personnel will need to be made if a change is made to the shift schedule.

Review Panel Recommendation: Update Subject Management Report

Panel Recommendation #19: *Update the Subject Management Report to reflect language and requirements in the Use of Physical Force/Deadly Physical Force & Firearms General Order issued on 6/9/20.*

City of Plattsburgh Response: This policy is actively in place and is the point of reference for our current use of force policy. Training for this policy is also a priority for all members of the Plattsburgh City PD.

**Review Panel Recommendation: A Behavioral Health Call
Should Have A Behavioral Health Response.**

Panel Recommendation #20: *Provide 9-1-1 Dispatchers with Mental Health First Aid/Law Enforcement training.*

City of Plattsburgh Response: As recognized in our implementation plan for **Panel Recommendation #2 & Panel Recommendation #4**, training for uniformed and non-uniformed officers will include the implementation of a CIT in response to the appropriate calls and dispatching the appropriate resources based on the type of call for service. Additionally, as defined in **Panel Recommendation #4**, we’re currently

using the Police 1 training platform to deliver “Mental Health Response Training” to Plattsburgh City PD staff.