

*VILLAGE OF MENANDS COMPREHENSIVE
POLICE PRACTICES REVIEW COMMITTEE
REPORT*



MEMORANDUM REGARDING EXECUTIVE ORDER 203

On June 12, 2020, by Executive Order 203, Governor Andrew Cuomo concluded that urgent and immediate action is needed to accomplish a number of goals set forth in the Executive Order. The goals expressed in the Executive Order, that are to be completed on or before April 1, 2021, are as follows:

1. eliminate racial inequities in policing;
2. to modify and modernize policing strategies, policies, procedures, and practices;
3. develop practices to better address the particular needs of communities of color;
4. promote public safety in communities of color;
5. improve community engagement in communities of color; and
6. foster trust between the Police Department and communities of color.

To assist local municipalities and their Police Departments in meeting these six (6) goals, the Governor has directed the Division of the Budget, in consultation with the Division of Criminal Justice Services, to provide guidance to all local governments:

1. in performing a comprehensive review of current police force deployments, strategies, policies, procedures, and practices;
2. in developing a plan to improve such deployments, strategies, policies, procedures, and practices;
3. in addressing the particular needs of the communities served by such police agency;
4. in promoting community engagement to foster trust, fairness, and legitimacy; and
5. in addressing any racial bias and disproportionate policing of communities of color.

Executive Order 203 further charges the Division of the Budget with ensuring that local police agencies are actively engaged with "stakeholders" in the local community and have adopted by April 1, 2021 a locally-approved plan for the strategies, policies and procedures of local police agencies. To accomplish this goal, Governor Cuomo ordered that the plan so created, include opportunity for public comment to all citizens in the locality. After consideration of such comments, if any, the Menands Comprehensive Police Practices Review Committee (MCPPRC) may amend or modify the plan and must then present the final draft of the plan to the Village Board, which shall amend, ratify or adopt such plan by local law or resolution, no later than April 1, 2021.

Once adopted, the Village Board shall transmit a certification to the Director of the Division of the Budget to affirm that such process has been complied with and such local law or resolution has been adopted. The Director of the Division of the Budget shall be authorized to condition receipt of future appropriated state or federal funds upon filing of such certification for which such local government would otherwise be eligible.

I REPORT OF MENANDS COMPREHENSIVE POLICE PRACTICES REVIEW COMMITTEE

As required by Executive Order 203, on September 8, 2020, the Village of Menands, by Resolution, created the Menands Comprehensive Police Practices Review Committee (hereinafter the Committee"). Per the Executive Order, the Committee was formed with the following representation:

Village Mayor, the Chief of Police, the Albany County District Attorney and Public Defender's Office, Menands School officials, Town of Colonie officials, a representative from the local homeless shelter, and members of the Menands community most affected by the issues presented. The Village attorney was appointed a non-voting legal consultant to the Committee.

As stated in Executive Order 203, the Committee was tasked with looking at the operations of the police dept, from policy and procedures to daily patrol, arrests, interactions with any minority population in the community, traffic stops, use of force and the types of non-lethal and less lethal devices that are available to the officers and the training and deployment criteria associated with them.

RESOLUTION ADOPTED SEPTEMBER 8, 2020

A regular meeting of the Village of Menands Board of Trustees was held virtually via Google Meets (pursuant to Executive Order 202.1) on the 8th day of September, 2020 at 6:00 PM.

PRESENT: Mayor	Megan Grenier
Deputy Mayor	Aileen Nicoll
Trustee	Diane Foley
Trustee	Seth Harris
Trustee	Brian Marsh

Mayor Grenier offered the following resolution for adoption:

Resolution creating the Village Of Menands Comprehensive Police Practices Review Committee pursuant to Executive Order No. 203 and

appointing the members thereto.

WHEREAS, each local government has a responsibility to ensure that all of its citizens are treated equally, fairly, and justly before the law; and

WHEREAS, Executive Order 203 requires each local government entity which has a police agency operating with police officers as defined under 1.20 of the criminal procedure law must perform a comprehensive review of current police force deployments, strategies, policies, procedures, and practices, and develop a plan to improve such deployments, strategies, policies, procedures, and practices, for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color; and

WHEREAS, Executive Order 203 requires each chief executive of such local government to convene the head of the local police agency, and stakeholders in the community to develop such plan, which shall consider evidence-based policing strategies, including but not limited to, use of force policies, procedural justice; any studies addressing systemic racial bias or racial justice in policing; implicit bias awareness training; de-escalation training and practices; law enforcement assisted diversion programs; restorative justice practices; community-based outreach and conflict resolution; problem-oriented policing; hot spots policing; focused deterrence; crime prevention through environmental design; violence prevention and reduction interventions; model policies and guidelines promulgated by the New York State Municipal Police Training Council; and standards promulgated by the New York State Law Enforcement Accreditation Program;

THEREFORE, BE IT RESOLVED, that there be and hereby is created in the Village of Menands the MENANDS COMPREHENSIVE POLICE PRACTICES REVIEW COMMITTEE, whose duty shall be to comply with each and every term and condition of Executive Order 203 for 2020, and

BE IT RESOLVED, that the following individuals be and hereby are appointed to said committee:

Mayor Megan Grenier, Co-Chair

Menands Police Chief Frank Lacosse — Co-Chair

Aileen Nicoll — Deputy Mayor, Albany County DCYF

Ryan St. Gelais — Lieutenant Menands Police, Former PBA

Michael Maggulli — Resident/TOC Attorney

Melissa Jeffers - Resident/TOC Board Member/Former Immigration Staff

Lisa Buoniconto — Resident/Founder Empower Ethiopia

Stephen Herrick — Albany County Public Defender's Office

David Soares — Albany County DA

Renee Merges — Albany County DA's Officer

Dr. Maureen Long — Superintendent Menands School

Jennifer Cannavo — Principal Menands School

Shawn Gomes — Resident /Former Village Employee

Ray Perez-Pearson — Resident/Former Military Police

Madalyn Royal — Resident/PTA President

Peter Kelsey — Program Director Fr. Peter Young Housing

Larry Magguilli - Resident/Attorney (approved on 9/21/20)

BE IT FURTHER RESOLVED that the Village Attorney, Stephen Reh fuss, be and hereby is, appointed as counsel to said committee.

Trustee Marsh made a motion to approve the Resolution creating the Village of Menands Comprehensive Police Practices Review Committee pursuant to Executive Order No. 203 and appointing the members thereto, seconded by Trustee Harris, and, upon roll call, it was adopted.

COMMITTEE GOALS

The goal of the Committee was to create a plan to adopt and implement the recommendations resulting from the Committee's review and consultation. The plan created includes any modification, modernizations, and innovations to its policing deployments, strategies, policies, procedures, and practices, tailored to the specific needs of the Village of Menands and general promotion of improved police agency and community relationships based on trust, fairness, accountability, and transparency, and which seek to reduce any racial disparities in policing. Below are the findings, recommendations and plan prepared by the Committee. The Committee believes it's important to first provide a history, the demographics and the background of the Village of Menands so as to place the said recommendations of the Committee in their proper context.

HISTORY AND DEMOGRAPHICS



The Village of Menands shares an early history with other communities that were a part of the Manor of Rensselaerswyck , a patroonship established in 1630 by Kiliaen Van Rensselaer under the auspices of the Dutch West India Company. This patroon ship included much of the land of current-day Albany and Rensselaer counties, as well as parts of Columbia and Greene counties. The Van Rensselaer family retained ownership of most of the region until the anti-rent wars of 1839-1845, when many tenant farmers refused to continue to pay rent to what they viewed as an outmoded feudal system. Following the tenant uprising, the last remaining heirs of the Van Rensselaer patroonship slowly sold off their lands to private owners. Louis Menand settled in the area in 1842 and established a successful horticultural business. He established a variety of nurseries and greenhouses on his property. One rail line constructed through the area in the 1850s named a station stop "Menand's Crossing." A railroad station constructed at a later date was called "Menands Station." (The station was located in the present-day Ganser-Smith Park but is no longer standing.)

Louis Menand died in 1900 and when the Village of Menands incorporated in 1924, they adopted the name Menands, in honor of their influential resident. While neighboring communities such as Albany and Watervliet grew into larger cities with street grid patterns, sidewalks and higher population densities, Menands began as, and remained, an agricultural area for many years. But by the late nineteenth century, along with much of the Capital District region, Menands developed as its own center of industry and commerce, in large part due to major transportation corridors that ran through Menands. These included the Hudson River, the historic Broadway Turnpike (current-day New York State Route 32); the Erie Canal, during the early and mid-nineteenth century; the railroads, particularly in the mid and late-nineteenth century but also up to today; and the modern highway transportation network that is in existence today. All of these modes of transportation have collectively left a deep imprint on the landscape of Menands. The original Broadway Turnpike, which runs north-south, parallel to the Hudson River, is a wide street that serves, in places, as the village's "Main Street." The Erie Canal was built along the original Broadway.

Over the past ninety years, the population of the Village of Menands has increased from 1,522 in 1930,

to 3,990 in 2010. The village experienced a peak population of 4,333 in 1990. The 2011-2015 American Community Survey 5-Year Estimates produced estimates that the population of Menands in 2015 was 4,004. The U.S. 2010 Census states that 46.4% of the population of Menands is male, and 53.6% is female. The median age is 41.5 years. According to the 2010 U.S. Census, there were 2,047 total housing units in the village, with 1,888 of these housing units occupied and 159 vacant. Of the 1,888 number of occupied housing units, 966 (51.2%) were family households, and 922 (48.8%) were non-family households.

Population by Race

White: 68.1%

Black: 13.0%

Asian: 11.5%

Some Other Race Alone: 4.7%

Two or More Races: 2.7%

[Menands Union Free School District](#)



The Menands Union Free School District covers the area of the Village of Menands east of Van Rensselaer Boulevard. The district consists of one K-8 school, the Menands School, which is off Wards Lane. Student enrollment over the past two decades has fluctuated from 223 to 278 students with an average of 244 students. The staff consists of 31 teachers, 14 non-instructional personnel, a superintendent, and a principal. Currently, the teacher-to-student ratio is approximately 1 to 8. However, school enrollment projections tend to vary throughout the school year due to Menands School enrolling students from homeless shelters during the school year. Since Menands School only serves Kindergarten to 8th grade, the school pays tuition for an additional 120 Menands students to enroll in the following high schools: Shaker High School in North Colonie Central School District, Colonie Central High School in South Colonie, Watervliet High School in Watervliet, Heatly High School in Green Island, and Tech Valley High School in Albany. The Menands School offers a strong academic program. Their program consists of many beneficial learning environments for students. This includes a full-day Kindergarten, accelerated courses in 8th grade math and science, and Spanish learning starting in Kindergarten. For every grade, Menands School sets a great example for what any primary school program should consist of. Menands School District is committed to excellence by encouraging cultural diversity, preparing students to excel in all areas of learning, expecting students to become valued members of society, and creating innovative well-balanced programs that challenge unique abilities all while providing a safe, nurturing and supportive environment for all students.

HISTORY OF MENANDS POLICE DEPARTMENT

MENANDS POLICE MISSION STATEMENT



The mission of the
Menands Police
Department is to
serve as partners
with our citizens



to maintain a safe and peaceful community, committing ourselves to the preservation of life, protection of property and safeguarding individual liberties. We are dedicated to accomplishing this with integrity and the utmost professionalism.

The Menands Police Department was established by the village board in 1924 and it was the first full time police department within the Town of Colonie. The police started with a chief and then added two patrolmen. They patrolled the village in sidecar motorcycles and since there was not any form of communication with them, they also used the common practice of driving by the station and if the light was on, they went in to find out what the call was. The police went from the original three officers in 1924 to the present 17 Officers, 12 full time and five part time. The department consists of a Chief, Lieutenant, three Sergeants, two detectives and patrolmen. The police department prides itself on the fact that they have the community spirit at heart. Much time is spent within the community, whether attending school events, walking around one of the parks while talking with the community, meeting the seniors at their weekly meetings, keeping the children safe during community functions, adopting a family at Christmas time or any other public event where our assistance is needed.

The EMS calls in Menands were originally covered by the Riverside Ambulance Service that was based out of the rear of the municipal building. In the 80's that was then turned over to the Town of Colonie EMS dept. which is a 24-hour full time paid service. In addition to that, each patrol unit is supplied with a portable defibrillator and Narcan, (an opioid reversing agent). The Menands police respond to every EMS call within the village.

LAW ENFORCEMENT CODE OF ETHICS

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against abuse or disorder; and to respect the constitutional rights of all to liberty, equality and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn

or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or abuse and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession ... law enforcement.

COMMUNITY LIFE IN MENANDS



Menands is a small community, hosting many events and activities for families. Our Youth program offers a summer park program including trips to various attractions, holiday parties, movie nights in the park and other events. Menands also offers youth baseball and softball leagues, basketball programs and soccer. Our Senior population enjoys weekly gatherings and exciting trips. The Summer Concert Series held at Ganser-Smith Memorial Park on Tuesday nights begins in July and the annual Village Picnic is held in August.

As a community where people are not afraid to step up and volunteer, there are ongoing fundraising efforts to support others. It is events such as these that make the Village of Menands a place where people live for generations.

Our business community employs State and private sector employees within the Village. There is so much potential and opportunity for any variety of businesses in Menands. We look forward to further relationships with existing businesses and welcoming new businesses to Menands.

Announcements of year-round activities in Menands can be found in the bi-weekly Menands Activities Newsletter, the Village website, Everbridge notification system and Village of Menands Facebook page.

MOVING FORWARD

At the first meeting of the Committee, held on Sept. 16, 2020, the members were given an overview of the operations, size, make up and general workings of the Menands Police Department. Included in that was the 2019 annual report which contains the number of calls for the year as well as the arrests, tickets, etc. The Committee also was shown the demographics of the Village of Menands. After going over these items the Committee was presented with the Policy and Procedures manual governing the Menands Police Department and the Committee was asked to go over certain sections before each meeting and to then come to the meeting and bring out their ideas on some possible changes to the manual. During the next four meetings the Committee went over these items and after discussions some changes were suggested by the Committee. It is worth noting that the Menands Police manual is part of the Lexipol system. Lexipol is a company that includes a group of lawyers that monitor any changes in the Laws in New York State and they send updates to the manual that are reviewed by the Chief and then accepted into the manual. These updates are reviewed and rechecked so the best and most up to date policies are in place. This ensures that the rules governing the police department are as up to date as the laws themselves.

II MAIN TOPICS AND GOALS OF THE COMMITTEE

Below are the main topics, (among others) to be discussed by the Committee:

- Implicit bias training, including also reaching outside the police community for training
- Traffic stops and community interaction with persons of color
- Types and demographics of arrests
- De-escalation training
- Looking at diversion programs such as the LEAD (Law Enforcement Assisted Diversion) program and Youth Court
- Is our training up to date and can we add more training to address certain issues
- With Menands being so diverse, are we reaching out to those communities
- Continue to meet with the affected community members
- Is our complaint process transparent and easy to access
- Is our recruiting in minority communities for police personnel sufficient
- Should we integrate more procedural justice into the police department
- With an increase in mental health calls, what part does the Menands Police Department have in those calls and should we change anything
- Should Menands Police have a presence at Menands School
- Use of Force policy

All these topics were discussed at the meetings of the Committee. The Committee was presented the 2019 calls for service breakdown and explained in detail what they mean and the types of calls. A major topic discussed were traffic stops. (This is usually the main interaction between police agencies and persons of color where some traffic stops around the country have gone very bad). The Committee was shown that the Menands Police Department made 1559 traffic stops in 2019. Those stops were comprised of White, Black, Asian, Indian and many other diverse nationalities. Of all those stops we received 2 complaints from motorists. Those complaints were of the nature that they did not believe they were speeding or committed the violation alleged. None of the complaints contained any claim of bias. This reflects the fact that the Menands Police Department treats each person as they were a member of their own family. There is training for this type of interaction and that will be addressed in the finding and recommendations section. The Committee also looked at the number of arrests of persons of color compared to white arrests.

State of New York - Division of Criminal Justice Services

Office of Justice Research and Performance

Menands Village Police Department

Data as of May 13, 2019 (04/2019 submission)

Offenders by Demographics - 2019

Demographic	NULL
Top 10 Offender Types in this Period	0
(All Unknown Demographic Fields)	20
Black Not Hispanic Males 25-29 Years Old	5
White Not Hispanic Males 25-29 Years Old	4
Black Not Hispanic Males 40-44 Years Old	4
White Not Hispanic Males 40-44 Years Old	4
Black Not Hispanic Females 25-29 Years Old	4
Black Not Hispanic Males 50-54 Years Old	3
Black Not Hispanic Males 30-34 Years Old	3
White Not Hispanic Males 60+ Years Old	3
White Not Hispanic Males 30-34 Years Old	3
	0
AGE	0
18-19	4
20-21	3
22-24	3
25-29	18
30-34	7
35-39	4
40-44	9
45-49	3
50-54	5
55-59	2
60+	4
Unknown	26
	0
SEX	0
Female	18
Male	49
Asian	2

Black	32
Unknown	25
White	29
	0
ETHNICITY	0
Hispanic	6
Not Hispanic	58
Unknown	24

III COMMITTEE REVIEW

Critical Issues and Key Questions

1.) What type of diversion programs would work in a smaller community and police department?

We would have to look at what is available to the Menands Police Department and how they work, what is the cost and how can we reassign anyone to oversee those programs. The LEAD program works well but is costly. Colonie Youth Court has been very successful, but can our court join in that program? Both are worth exploring.

2.) Training

Training is always beneficial to any police department. We must look at what training best serves the community of Menands, funding for the training, can we merge training with other police departments, and the frequency of that training.

3.) Community outreach

Menands has a very diverse population and as such we have a diverse makeup in both the Village and at Menands School. We need to look at how we reach out to those communities that we presently do not have an open dialogue with and determine how we make that happen. Discuss ways to continue our meetings with the affected communities and organizations.

4.) Complaint Process

We wanted to look at our complaint process in the police department. Is it easy to access and understand? Do we communicate with the complainant to keep them informed and if not what can we do to improve it?

5.) Diversity within the department

Do we do enough to recruit minority community members into the Police force and if not, what are some types of events or programs we can do to accomplish that. Some issues to address are because we are not a large dept., we have minimum manpower at all times and lateral transfers from other departments are a cost and time saving resolution when an officer is needed.

6.) Mental Health Calls

Menands Police respond to all EMS calls within the village. In 2019 that number was around 400. (We do not have an exact number because some are classified under other categories and some happen after we

arrive) . Some of those calls are mental health related and due to the COVID pandemic those have increased substantially. As police, we are not mental health experts but because of the nature of some of the calls we need to respond. There has been talk of taking these calls away from the police and letting mental health experts respond. This is a tough subject because of the safety of both the subject, the police and the mental health expert. In Menands we have the CDPC Mobile Crisis Unit that will respond to these calls if they are available. On some occasions they are tied up, so we make the offer to have the patient transported to the hospital psych unit to talk to someone. If the patient refuses, we have Mental Hygiene law 941, which allows police to make someone go to the hospital if they are a danger to themselves or others. We must make a judgement and as stated, the police are not mental health experts.

Adding to this is, starting in April of 2021, a new section of the Civil Rights Law Section 28 "LOOK UP LAW" reads as follows: *When a person is under arrest or otherwise in the custody of a police officer, peace officer or other law enforcement representative or entity, such officer, representative or entity shall have a duty to provide attention to the medical and mental health needs of such person and obtain assistance and treatment of such needs for such person, which are reasonable and provided in good faith under the circumstances. Any person who has not received such reasonable and good faith attention, assistance or treatment and who, as a result, suffers serious physical injury or significant exacerbation of an injury or condition shall have a cause of action against such officer, representative, and/or entity. In any such civil action, the court, in addition to awarding actual damages and costs, may award reasonable attorneys' fees to a successful plaintiff. The provisions of this section are in addition to, but shall not supersede, any other rights or remedies available in law or equity.*

This section adds a new dimension to street encounters. What do they consider "in custody"? This has to be discussed. We also have the option for children, of using the Child and Adolescent Response Team. This team can be very helpful as children do not always have the same type of issues as an adult. They, like CDPC Mobile Crisis Unit, have limited hours so the onus is put back onto the officer on scene to decide. Adult Protective Services is another agency that can assist if an adult is having issues maintaining a healthy and proper environment in their residence.

7.) Procedural Justice

Do we presently practice procedural justice within the Menands Police Department and if so, is it working and should we extend it more and become more open to the program? First, we have to look at what is procedural justice.

What is procedural justice? Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars:

- **fairness** in the processes
- **transparency** in actions
- opportunities for **voice**
- **impartiality** in decision making

8.) Should the Menands Police Department be in the Menands School?

Over the past two years the Menands Police Department has taken an increased role at Menands School. The officers follow the busses daily and greet the children as they come into school. There was a lot of discussion on the Committee's part about what role an officer would have if there was a full-time officer assigned to the school. Should this be done? There are some obstacles around this; cost, parent acceptance, teacher acceptance and what the actual role would be. As shown in a prior diagram the school population is very diverse and would a resource officer at the school benefit them.

9.) Use of Force

The use of force policy was reviewed, along with the types of control devices possessed by the Menands Police that may be used to gain control or disperse groups or arrestees. The Committee was shown a Taser and pepper spray and told how they are used and the policy on when and how they can be used. The Committee was also advised that helmets, gas masks, shields and batons are

available for the officers if needed. They were advised that Menands Police do not have and will not have tear gas or CS gas.

IV RECOMMENDATIONS OF THE COMMITTEE

How we came to the recommendations that we will present. The committee was presented with Governor Cuomo's Executive Order 203, policy and procedures of the Menands Police Department, the 2019 calls to service statistics, an overview of the interworking of the police department. and an agenda to try and "reimagine" the way a police department operates. With this information, the Committee held several meetings and went over all the items with open and clear discussions about each item and how any changes would make the community better served and thereby become a safer place for all. Listed next are those recommendations by the Committee.

1.) Training was found to be one of the most important things that could put immediate change into effect. We found that the training in implicit bias and diversity training had not been done for about four years. The committee wants to establish this training within the Police Department and make this a yearly training for officers. Additionally, the training should be diverse in itself. It is important to seek out other trainers, such as SUNY professors, in addition to the training that will be presented by instructors affiliated with the Watervliet Arsenal. De-escalation training is another important tool to be learned by officers. This can take an aggressive situation and help it end peacefully and in most cases without arrest. A key part of both the training already mentioned is community interaction training. This consists of teaching officers how to be more understanding about the everyday issues people have and apply that to situations such as traffic stops. Some people need to vent and then they feel better. This can also de-escalate a situation. Another important step is to establish a training officer within the dept to oversee that the training is up to date and that all officers take and complete the courses. That training officer can reach out to other local depts to share the courses and the cost. This would have less impact financially on each municipality.

2.) Traffic stops involving persons of color is a major concern for the Committee. Although Menand Police had two complaints about traffic stops this year, only one involved a person of color. A black female, whose complaint did not involve any racist actions by the officers. Her complaint was filed and investigated and found to not be credible. Still, we do need to be aware of this type of interaction and training, as described above, will assist in that area. Officers need to be courteous and treat all drivers and passengers in a polite and respectful manner, no matter what the ethnicity or gender.

3.) After reviewing the arrest statistics for Menands Police, several questions about any alternatives to arrest were discussed. The L.E.A.D. (Law Enforcement Assisted Diversion) was talked about extensively. This program has shown that it does work and it is something at Menands would like to participate in. It enrolls the person into a program instead of arrest and possibly jail. We are lucky to have two people on the committee that are well versed in the program. We recommend that we participate in the program if the hurdle of the cost can be overcome. It is currently about \$100,000 to implement that and without some assistance this number is too great for the municipality to absorb. If funding is made available or Albany County provides the personnel, we would join in the program. The Colonie Youth Court is another program that would assist in diverting arrests. This would have to be agreed to by the Town and the Village, but it is worth pursuing.

4.) Menands being as diverse as it is, is having little contact with some populations. The Committee would like to establish a dialogue with our various communities to better understand their culture. Some community events could be put on by the village for that purpose, with the entertainment and food from their culture. The PTA and school would be a great resource for that and we will follow up on that plan. Along those lines the Village has been meeting with a diverse group of community members since July. The discussions revolve around recent incidents around the country and what we can do as a community to help change that. These meetings will continue.

5.) The complaint process used by the police department was discussed and needed to be updated. We have already drawn up a new complaint form that is available at the dispatcher desk and can also

be mailed to the complainant, upon requested. The form is very clear and details all the things needed to file the complaint. Additionally, each complaint will be followed up by the Lieutenant and then, if complaint is founded, will be investigated and if charges are warranted it will be referred to the Chief of Police for those to be handed out. The complainant will be advised along the way and then of the outcome of the investigation. This needs to be transparent for all parties.

6.) Presently the Menands Police Department does not have any officers of color or other nationality. Our hiring process usually is that of a need to hire basis and we have used lateral transfers from other departments to fill that opening. This is done primarily because of cost and the time the officer would be in training and not available for service. In the future we can reach out to see if officers of color from other communities are interested in a transfer to the Menands police. We will make that effort in the future.

7.) Mental health calls are of great concern for police departments. The officer never knows if the person is going to become violent or combative. There is talk of diverting these calls to Mental health officials. The cost to provide a mental health professional at the police department for these types of calls would be astronomical. The present system is workable, but the county needs to expand and fund more of the mobile crisis unit. This needs to be available for 24/7 operation to assist law enforcement and the client themselves.

8.) The Menands Police have very good interaction with Menands School. The question of should we have an officer assigned to the school is a hard one. Many issues arise. The cost, and the acceptance by the students, the staff and parents. Presently we follow the buses in the morning and greet the children in front of the school. We attend school functions and PTA events. We are open for an officer to be assigned to school, but this conversation is ongoing and for now we will continue as we are.

9.) The use of force policy was reviewed extensively, and we were given several recommendations from committee members and they were put into effect. A major change was the Carotid hold was taken out of the section on use of force and moved to deadly physical force.

10.) Procedural justice focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates. It is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." Research demonstrates that these principles contribute to relationships between authorities and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police.

Procedural justice policing is essential to the development of good will between police and communities and is closely linked to improving community perceptions of police legitimacy, the belief that authorities have the right to dictate proper behavior. Research shows that when communities view police authority as legitimate, they are more likely to cooperate with police and obey the law. Establishing and maintaining police legitimacy promotes the acceptance of police decisions, correlates with high levels of law abidingness, and makes it more likely that police and communities will collaborate to combat crime.

A key component of the research is that the public is especially concerned that the conduct of authorities be fair, and this factor matters more to them than whether outcomes of particular interactions favor them. This means that procedurally, just policing is not consonant with traditional enforcement-focused policing, which typically assumes compliance is a function primarily of

emphasizing to the public the consequences, usually formal punishment of failing to follow the law. Policing based on formal deterrence encourages the public's association of policing primarily with enforcement and punitive outcomes. Procedurally just policing, on the other hand, emphasizes values that police and communities share shared values based upon a common conception of what social order is and how it should be maintained and encourages the collaborative, voluntary maintenance of a law-abiding community. This makes intuitive sense— people welcome being treated as equals with a stake in keeping their communities safe. It also gives the officer a feeling of truly helping the individual to overcome some of the obstacles in life instead of just making an arrest and moving on.

Because Menands Police is a smaller community policing based department, we have the ability to exercise the use of Procedural Justice. There are times when we can speak to the complainant or aggrieved person and if they agree we make referrals for the accused party. There are cases of mental health concerns and somewhere having no money is truly the issue and the officer can provide guidance and contacts to help the person. The officers know that not every case is clear cut and that not everyone accused of a crime is a true criminal. In these cases, the L.E.A.D. program and other similar referrals would create a better and more productive outcome. The police department is going to research this to see in what facet procedural justice could be implemented further.

V CONCLUSION

If you watch the news at all you are aware that the relationship between some communities and the police has been, to say the least, very strained. Our goal, as set by Governor Cuomo, was to try to bring the community and the police back to a better relationship and to do this we needed to get a better understanding of some of the larger issues that are creating this disconnect.

As a small department we do not face some of the issues that a bigger city or even a town could face, but we still took a look at all the police department policies so we could make sure that the public, (no matter race, nationality, personal beliefs, gender or any other difference), be treated exactly the same. That treatment should be with dignity, care, fairness and understanding.

The Menands Police Department, as a smaller department, have the ability to be out and interact with the public on non-police related events and interactions. This gives us the ability to have a better understanding of the community and their needs and feelings on issues. This is part of the reason that our community has a high approval rating of the Menands Police Department.

The committee reviewed a large amount of material and came up with this report that we believe will help accomplish the goal of a better community and police relationship. We can do that with transparency into the operations of the police department while keeping all citizens safe and also enforcing the laws of this state.

It has to be acknowledged that the committee members took their personal time and many hours away from their families to put this report together. That shows a commitment to their community and for that they should be commended.

Works Cited

<https://cops.usdoj.gov/proceduraljustice>

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