

Saugerties Police Reform and Reinvention Committee

Final Report

Dear Saugerties Town Board Members,

On behalf of the Saugerties Police Reform and Reinvention Committee, I am pleased to submit our final report with recommendations for your adoption, pursuant to Governor Cuomo's Executive Order No. 203 of 2020.

Respectfully,

Gilda P. Riccardi

Chair - Saugerties Police Reform and Reinvention Committee

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1. Introduction

In the aftermath of the killings of George Floyd and Breonna Taylor—two of many unarmed Black people killed by police—people of color and their white allies took to the streets nationwide to protest. In response, Governor Andrew Cuomo announced that he would be ordering local governments to set up a mechanism to review police policies and reform law enforcement.

On June 12, 2020, Governor Cuomo issued Executive Order 203, *New York State Police Reform and Reinvention Collaborative*, in which he directed all municipalities with a police department to “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.”

An approved plan is to be submitted to the State Budget Director by April 1, 2021. State aid to localities hinges on meeting this directive. To that end, the Saugerties Town Supervisor and Town Board appointed three community leaders—Gilda Riccardi, Tamika Dunkley and Nejla Lias—and two Saugerties Town Board members--John Schoonmaker and Mike Ivino--to perform an extensive vetting process to create the Saugerties Police Review and Reinvention Committee (see Appendix A for list of committee members). In keeping with the recommendations from the Governor’s directive, the committee not only included 10 residents of Saugerties but also the Chief of Police, a representative of the Ulster County Public Defender’s Office and a member of the Ulster County District Attorney’s Office.

Our committee is racially and ethnically diverse and includes immigrants and a member of the LGBTQ community. From the outset, every member was assured that each voice has equal value, to prevent any perception that the voices of the Chief of Police or the Assistant District Attorney carried more weight. It was agreed that all major decisions and recommendations would be made through consensus.

Demographics

The Town of Saugerties is a changing community with an influx of people from New York City and smaller Upstate cities. According to the July 2019 U.S. Preliminary Census, Saugerties has a population of 19,008 of which 93% are White (88.3% White only, not Hispanic or Latino), 7% are Hispanic or Latino, 1.6% are Black, and 3.4% are two or more races. Foreign-born persons make up 5.8% of the population and 7.7% report that a language other than English is spoken in the home. Nearly 20% of the population is under 18. Just over 27% of adults have a college degree. And 10% of people under 65 have a disability.

The median household income in 2018 was \$60,396 and 10.6% of the population lived in poverty. It should be noted that these figures may change with the completion of the 2020 census. The economic snapshot could also be different because of the effects of COVID and

the economic downturn. The ongoing isolation and pandemic fatigue caused by COVID and growing unemployment may cause an uptick in poverty and crime.

The fact that Saugerties has an overwhelmingly white population did not change the focus of the committee. An absence of people of color cannot be assumed to mean an absence of bias. The committee accepted the challenge to ensure that the voices of marginalized groups be heard.

Process

The Saugerties Police Reform and Reinvention Committee set out to better understand the workings of the Saugerties Police Department and to hear directly from the community about their experiences and perceptions of the local police force. The committee was particularly eager to hear from people of color, immigrants and underrepresented groups.

With that in mind, the committee designed a comprehensive anonymous survey in English and Spanish (see Appendix B for copies of survey and breakdown of data) to encourage unfiltered feedback from the community. Further, the committee held three virtual public town halls—a listening forum; presentation and community feedback on the preliminary recommendations; and presentation and community feedback on the final draft report.

The committee also spoke with representatives of various communities, reviewed the Saugerties Police Department Policy and Procedures Manual, and heard from members of the local police force including input from the Police Chief.

Based on the survey responses, the Governor’s guidelines, and our research, the Committee focused on six main areas: Data; Alternative Policing; Community Outreach and Education; Racial Bias; Training and Recruitment; and Accountability and Transparency.

Feedback from the community could be framed as “perception vs reality” by law enforcement and “perception as reality” by members of the public, particularly people who feel they have been treated unfairly. The challenge is to bridge these two themes in a way that the community can clearly understand the dangers and responsibilities of police and law enforcement can better understand how they are perceived by the community and how to instill mutual trust and respect. The committee recommendations are meant to start the conversation and be a first step in an ongoing relationship between the police and the people they are sworn to protect.

2. Data Analysis

Without adequate data, it is impossible to determine if any one group/race/ethnicity is the victim of disparate policing in our community, whether overt or implicit. Collected data must also be read and interpreted correctly for it to serve any meaningful purpose.

Two recently published studies, one in Suffolk County, New York¹ and the other by the Stanford School of Engineering in California,² show how crucial it is to collect the right data and to possess the necessary skills to analyze that data to clearly understand and evaluate policing within communities.

The Suffolk study was the result of a six-year agreement with the United States Department of Justice that required Suffolk County to collect and annually analyze important data, including capturing racial and ethnic information collected through the State's traffic-summons system.

In the Suffolk County study, analysis of police practices surrounding traffic stops found:

- Black motorists were 4 times more likely than white motorists to be pulled over;
- Black motorists were 3 times more likely to be subjected to physical force;
- Black motorists were 2 times more likely to be subjected to a vehicle search and a search of their person;
- Black motorists were 84% more likely to be restrained;
- Black motorists were 59% more likely to be arrested.

Despite these overwhelming disparities in traffic encounters, Black motorists were 29% more likely than white motorists to have no contraband recovered after a vehicle search. The study showed that white motorists, although less likely to be stopped and searched, were more likely to have contraband when searched and, nonetheless, less likely to be arrested. Hispanics were found to be similarly more likely to be stopped, searched, arrested, and ticketed than whites, and less likely to receive a warning. The illuminating results of the Suffolk study led the Nassau County Executive to agree to release its traffic-stop data to the public, which had previously been withheld.

Our Chief of Police informed this committee that the Saugerties Police Department (SPD) submits data to the New York State Traffic and Criminal Software system (TRACS), a computerized ticket system. Even though the arresting officer records the ethnicity of the person being ticketed into TRACS, New York State (NYS) does not and will not release that data back to the department or to the public. This current policy is a further block to police accountability and perpetuates a cloak of secrecy. Since NYS collects the data it certainly should be able to release the data, not just upon request but readily to the public.

¹<https://abc7ny.com/suffolk-county-police-department-long-island-racial-bias-li-cops/71938><https://www.nytimes.com/2006/07/30/opinion/nyregionopinions/30Llmoskos.html><https://suffolkcountyny.gov/Portals/0/formsdocs/police%20reform/Traffic%20Stops%20by%20Suffolk%20County%20Police%2010.19.2020.pdf>

² <https://openpolicing.stanford.edu/data/>.

Looking through a national lens, in May 2020, the Stanford School of Engineering reported the results of the largest-ever study of alleged racial profiling during traffic stops. This five-year study analyzed 95 million traffic stop records between 2011 to 2018 and included data from 21 state patrol agencies and 35 municipal police forces. In the May 7, 2020 issue of *Science Daily*, in the article “Police stop fewer black drivers at night when a ‘veil of darkness’ obscures their race,”³ the researchers stated: “Our results indicate that police stops and search decisions suffer from persistent racial bias and point to the value of policing interventions to mitigate these disparities.”

This study again confirmed that Black and Hispanic motorists were pulled over and searched disproportionately to white drivers, providing statistical evidence that nighttime driving obscured race and protected Black motorists from being stopped for traffic violations. The study stated “[T]he darker it got, the less likely it became that a black driver would be stopped and more likely arrested,” with the reverse being true during daylight.

Data science can shine a light on public issues. It is significant that the Stanford Open Policing Project not only made its data available but also held workshops to assist investigative reporters on how to interpret and use its data.

Despite being impossible to truly capture statistics needed to identify bias in policing practices (see “Why Statistics Don’t Capture the Full Extent of the Systemic Bias in Policing”⁴, June 25, 2020 *FiveThirtyEight*), we must review and analyze the SPD public data to ensure we are collecting enough data to allow appropriate analysis for race-based bias in law enforcement in our community. We can no longer rely on hunches or anecdotal evidence to assess fairness and evenhandedness in policing.

The SPD provides the following information on its website:

- A. Patrol Division, 2013-2019
 - Number of complaints
 - Number of units dispatched
 - Breakdown of the number of arrests (felony, misdemeanor, violation)
 - Vehicular and traffic (traffic, parking, warning)
 - Crashes

- B. Detective Division, 6 years of data
 - Cases, arrests and open cases

³ <https://www.sciencedaily.com/releases/2020/05/200507094621.htm>

⁴ <https://fivethirtyeight.com/features/why-statistics-dont-capture-the-full-extent-of-the-systemic-bias-in-policing/>

- Breakdown of two years of recorded crimes (assault, burglary, felony larceny, fatal motor vehicle accident, robbery, sex offenses, murder)

C. Breakdown of town and village statistics

D. Mental Health data, 2013-2019

- Number of individuals experiencing a mental health crisis and number of individuals transported by the police

Specifically, because of the racial breakdown of Saugerties (see Introduction), our committee identified the need for additional data. As a result, the SPD website now has arrest statistics by race for 2019, 2020 and 2021, and the 2020 Use of Force Reporting (see Appendix C).

The SPRRC also reviewed statistics on DWI/Aggravated Unlicensed Operator arrest data between January 1, 2020 and October 31, 2020 within the Town of Saugerties:

- Saugerties PD arrests: 23
- State Police/UC Sheriff arrests: 45

This data was not broken down by race and ethnicity.

The School Resource Officer made a total of 11 arrests in 2017 (five white female students over age 17, three white male students over age 17, three juveniles); 12 arrests in 2018 (seven white female students over age 17, five white male students over age 17); and in 2019, a total of four arrests (one white female, one Black female, two white males).

The chief of police reported that two complaints of excessive use of force have been lodged since 2011. After an internal investigation, the police officers involved were cleared, with a finding that the use of force was necessary. The two defendants sustained soft tissue injuries, no broken bones or lacerations.

Since 2012, there have been four complaints filed by Saugerties police officers against a fellow officer. There is no information to support that any of these complaints were based on accusations of racial bias or disparate policing.

There were six complaints filed against SPD officers in 2020, two filed by the administration and four by civilians. The two complaints filed by administration, one related to a failure to dispatch and the other an improper use of the department's computer terminal and internet access, were both sustained. One civilian complaint, charging that a police officer ran a red light, was also sustained and the officer counseled. The remaining complaints were deemed unfounded.

Data Recommendations

1. More data, including race and ethnicity and disposition, needs to be collected with each stop and arrest, to ensure we capture the vital information to identify bias policing. Our SPD should consult with Suffolk and Nassau County to obtain information regarding their reporting pursuant to the six-year study.
2. All arrest data and analysis of the data should be posted for public view on the SPD website, including data from the NYS TRACS system.
3. The data should be analyzed by an independent body with statistical and data analysis expertise. An annual report should be produced with a focus on identifying disparate policing practices, including any implicit or overt bias in our town by local, county or state law enforcement. Ideally, there should be a statewide mandate regarding data collection and analysis to ensure continuity within jurisdictions and law enforcement agencies.

3. Alternative Policing

The SPD has not had any controversial shootings and generally has a positive relationship with the community. Like most police agencies across the country, it is called upon to respond to psychiatric issues, substance abuse and certain offences that may be better suited for a noncriminal justice solution. Alternative policing, and in some cases alternatives to policing, can free up police for true criminal investigations, relieve officers from responsibilities that belong to mental health, substance abuse or family therapists, and may have better outcomes for individuals and the community. Additionally, police responding to calls may be affected by mental health issues, substance abuse and domestic violence themselves, further complicating situations fraught with danger.

It should be noted that mental illness, substance abuse and domestic violence are not more prevalent among the Black population and these factors do not directly address the issue of bias and over-policing in communities of color. However, alternative policing makes it less likely for deadly encounters to occur.

Mental Health/Substance Abuse/Autism/ADHD

Nationally, it is estimated that people with disabilities who are having mental illness episodes make up between one third and one half of police killings.⁵ Black Americans are particularly at risk, according to racial justice and disability rights advocates.⁶ This is not only a law enforcement issue but also a mental health system issue. Black people are less likely to have access to mental health services or receive a diagnosis of mental illness, leaving police officers to be social workers/psychologists of last resort. And even without

⁵ <https://www.npr.org/2020/09/18/913229469/mental-health-and-police-violence-how-crisis-intervention-teams-are-failing>

⁶ <https://time.com/5857438/police-violence-black-disabled/>

the extra burden of racism, people with mental illness are 10 times more likely to be in prison than in a psychiatric facility. And 90% of repeat offenders are people with mental illness.⁷

When families look to police to respond to an “Emotionally Disturbed Persons” call, it can be deadly. This is particularly true in small and mid-sized towns, where a deadly shooting of a mentally ill person is 39% more likely to occur than in a large city or rural area.⁸ And older Black men experiencing a mental health crisis are more likely to be killed by police than a white man with mental illness.⁹

While nationally there has been a call for better training of police, including crisis intervention training (CIT), is it fair to law enforcement or ethical for society to expect a police officer with 40 hours of training or less rather than professionals with years of education to respond effectively to someone experiencing a mental health crisis? Further, there is little evidence that CIT reduces lethal encounters between police and people with mental illness. The only measurable positive effects of CIT, according to a study in the *American Academy of Psychiatry and the Law*, are police officer self-satisfaction and self-perception in reducing violence and an increase in the use of diversion programs.¹⁰ Although police training is essential, communities must ensure that police are not asked to perform tasks that are meant for other agencies.

People on the autism spectrum are especially vulnerable to being misunderstood by law enforcement because of behaviors and sensitivities beyond their control. Echolalia--an involuntary repetition of other people’s vocalizations--may be interpreted as being sarcastic or disrespectful. The inability to maintain eye contact can be misinterpreted to mean guilt. Sensitivity to touch and sound may cause an uncontrollable outburst. One in five young adults with autism are stopped by the police before age 21, and 5% are arrested.¹¹ This is an important and often ignored police issue that requires training and specialized techniques.

Another mental health issue that must be addressed is post-traumatic stress disorder

⁷ <http://www.greenburgercenter.org/facts>

⁸ https://www.washingtonpost.com/national/police-mentally-ill-deaths/2020/10/17/8dd5bcf6-0245-11eb-b7ed-141dd88560ea_story.html

⁹ <https://news.berkeley.edu/2020/10/05/stark-racial-bias-revealed-in-police-killings-of-older-mentally-ill-unarmed-black-men/>

¹⁰ <https://tinyurl.com/y2rdsc5y>

¹¹ <https://www.nytimes.com/2020/02/27/well/family/autism-special-needs-police.html>

(PTSD) and police involvement. Generally speaking, PTSD is a reaction to experiencing or witnessing a terrifying event, best understood as a survival skill (a normal reaction) to an abnormal situation. This is a common diagnosis among survivors of sexual assault, ongoing violence, and combat. But it can also be a reaction to witnessing terrifying acts. People with PTSD often experience startle reactions, hypervigilance, depression, anxiety, and arousal and reactivity, especially when they are confronted with triggers that replicate the traumatic experience. Research shows that Black children and adults can experience race-based trauma, especially as it relates to experiencing or witnessing police brutality and discrimination.¹² Police encounters, which are generally anxiety producing, can be more dangerous when the civilian, the police officer or both suffer from PTSD. Startle reactions, fear, flight or fight, and other symptoms, which when looked through a psychological lens are understandable survival skills, can cause police encounters to turn deadly.

The SPD dealt with 161 mental health related calls, a 97% increase since 2013. The Town of Saugerties and Ulster County need to find the resources to ensure that our police are not continued to be asked to deal with incidents that are better served by mental health professionals.

Finally, confidentiality must be honored when dealing with mental health crises and overdoses among the public and mental health issues and treatment among police officers. While the SPD does not publish names of people involved with a mental health or substance abuse call, concern about confidentiality by police has been reported in our public survey. And studies indicate that police officers' fear of reprisal from their supervisors or lack of confidentiality keep them from seeking help.¹³

There are primarily two approaches to alternatives to direct policing—co-responders (police and mental health worker) and non-police teams (mental health workers). An exemplary co-responder program is handling mental health issues in California and a non-police team is flourishing in Eugene, Oregon (see Appendix D).

In addition to concerns of mental health and substance abuse services for the public, society needs to make sure that our police officers are taken care of when it comes to their physical and mental health. Recent studies found that nearly 26% of police engage in “hazardous drinking” and one in seven experience PTSD or depression.¹⁴ A 2020 study

¹² [https://pillars.taylor.edu/cgi/viewcontent.cgi?article=1000&context=ovc-student;](https://pillars.taylor.edu/cgi/viewcontent.cgi?article=1000&context=ovc-student)
<https://thecanyonmalibu.com/blog/the-ripple-effect-police-violence-black-americans-and-mental-health/>

¹³ <https://www.insider.com/police-officers-stress-mental-health-stigma-impacting-public-2020-6>

¹⁴ <https://www.usnews.com/news/health-news/articles/2020-05-22/mental-health-is-big-issue-for-police-officers-around-the-world-study>

found that 12% of police officers had a mental health diagnosis and 26% reported current mental health issues, but few sought out mental health services. Nationally, police have a 69% increased risk of suicide than the general population.¹⁵ Untreated mental health issues are not only detrimental to the police but also to the communities they protect and serve.¹⁶ Under the Law Enforcement Mental Health and Wellness Act, passed in 2019 by Congress, funding is available to set up mental health programs for law enforcement.¹⁷

Mental Health Disorders/Substance Abuse Recommendations

1. Training: Police need a) de-escalation and mental health crises training and appropriate resources for people experiencing psychiatric episodes; b) training on ADHD and autism and ways to identify and approach a person on the autism spectrum;¹⁸ c) training on PTSD and trauma-informed policing.¹⁹ (See Training section.)
2. Mobile Mental Health Team: The SPD must be able to fully utilize Ulster County services including the mobile mental health team. The Saugerties Town Board should pass a memorializing resolution calling for the county mobile mental health team to be a 24/7 resource as mental health crises do not follow regular business hours.
3. Stabilization Center: The Saugerties Town Board should pass a memorializing resolution for Ulster County to create a walk-in, 24/7 crisis center similar to the Dutchess County initiative,²⁰ where individuals and families can seek help when someone may not require hospitalization but is too unstable to return home.
4. Town Mental Health Team: This could be a co-respondent team, a stand-alone mental health team, perhaps in partnership with Family of Woodstock, or a countywide initiative. Regardless of the model, Saugerties, with or without the County, should consider incrementally adding mental health professionals to law enforcement.

Domestic violence

Domestic violence is “the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another. It includes physical violence, sexual violence, threats, and emotional abuse.”²¹ In New York State, 32% of women and

¹⁵ <https://jamanetwork.com/journals/jamanetworkopen/article-abstract/2771394>

¹⁶ <https://www.insider.com/police-officers-stress-mental-health-stigma-impacting-public-2020-6>

¹⁷ <https://cops.usdoj.gov/lemhwareources>; <https://cops.usdoj.gov/RIC/Publications/cops-p371-pub.pdf>

¹⁸ <https://www.autismspeaks.org/information-law-enforcement>

¹⁹ <https://www.vera.org/research/trauma-informed-policing>;

<https://bha.health.maryland.gov/Documents/Trauma-Informed%20Policing%20-%20Betsy%20Wexler.pdf>

²⁰ <https://www.dutchessny.gov/Departments/DBCH/24-7-Services.htm>

²¹ <https://ncadv.org/learn-more>

29% of men experience intimate partner violence.²² Nationally, at least 40% of law enforcement families experience domestic violence as opposed to 10% of non-law enforcement families.²³

The SPD received 261 domestic violence calls in 2019. In New York, police are required to make a domestic violence arrest if there is probable cause that a misdemeanor or felony has been committed. They are not required to make an arrest if it's deemed to be a criminal violation (e.g., harassment 2nd or disorderly conduct), but should advise the victim of her/his right to press charges or proceed to Family Court.²⁴

Unlike mental health crises or addiction, domestic violence is a crime. And while it may be the result of mental illness, alcohol or drugs, domestic violence requires police involvement. Responding to domestic violence is considered to be the most dangerous call for police officers, often with deadly consequences.²⁵ Domestic violence requires alternative police strategies and proactive community prevention interventions.

Domestic Violence Recommendations

1. Robust data collection for domestic violence calls, including number of felonies, misdemeanors, violations and demographics (sex, age and race of both the perpetrator and the victim), and relationship, if any, to the responding police officer (*see Data*);
2. Training on de-escalation, interviewing children, PTSD (*see Training*);
3. Identify grants to fund prevention and intervention programs on officer-involved domestic violence.

School Resource Officer

The community's impression of the School Resource Officer (SRO) is overwhelmingly positive, with the current SRO often being praised by name. Most recently, the current SRO was recognized by the Police Chiefs Association of Ulster County and called a "transformational leader" by the high school principal. However, several community members voiced their concern about the role of SROs in general in fueling the school-to-prison pipeline and having students monitored by an armed police officer. Studies show that schools with SROs are more likely to refer students to law enforcement for

²² https://assets.speakcdn.com/assets/2497/ncadv_new_york_fact_sheet_2020.pdf

²³ https://scholarlycommons.law.hofstra.edu/cgi/viewcontent.cgi?article=1009&context=hofstra_law_student_works

²⁴ <https://www.lawny.org/node/87/police-response-domestic-violence>

²⁵ <https://www.hsd.org/?abstract&did=794863>

committing low-level offenses such as fighting or making threats without a weapon.²⁶ This is particularly true for Black students.²⁷

The SPD specifically states that the SRO is not to be involved in disciplining students, but instead only to assist in a criminal incident (see Data section and Saugerties Police Department *Policy and Procedures Manual* Policy # 3015). To assure the community of the SRO's positive role in the Saugerties Central School District and that the SRO is an asset to the school population regardless of who he/she is, our recommendations include transparency and data.

School Resource Officer Recommendations

1. Educate the public on the specific roles of the SRO in relationship to educational and community programs (see Community Outreach);
2. Provide monthly data on SRO-student encounters/arrests on the websites of the SPD and the Saugerties School District (if permissible);
3. Provide training on autism, ADHD, implicit bias, child development (see Training).

4. Community Education and Outreach

The foundation of a mutually trusting and respectful relationship between the police and the public is a shared understanding of police functions, community expectations and a commitment that all community members will be treated fairly and justly by SPD.

For some community members the only interactions they have with SPD are for law enforcement issues (traffic ticket, accident, victim of a crime, being arrested) and medical or mental health emergencies. With only these types of interactions, negative police associations can develop. Not necessarily because the officers were unprofessional but because these situations can be negative, stressful and traumatic. Community partnerships, seeing officers in non-law enforcement situations, may help reduce some of these negative associations.

Community education, engagement and outreach will hopefully counter the negative or traumatic experiences related to policing. To that end, we researched community initiatives that help cultivate positive, successful, and sustainable changes and improvements.

Some specific strategies include, but are not limited to, establishing a community liaison/ambassador; holding regular community-police forums that are not only

²⁶ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2577333

²⁷ <https://www.edweek.org/leadership/black-students-more-likely-to-be-arrested-at-school/2017/01>

informative but also encourage dialogue; fostering police and community partnerships in the form of non-law enforcement activities (e.g., NARCAN® training, holiday toy giveaways, securing proper identification); tracking and rewarding positive interactions between officers and community members, leaders or organizations.

The SPRRC survey included opportunities for comments and suggestions. The survey narrative supported the need for ongoing police-community forums and included numerous suggestions and questions that showed people are interested in the SPD and would like to provide feedback and engage in dialogue. This would be one responsibility of the community liaison, not only making certain these forums regularly occur but also scheduling meetings quickly in response to takeaways from having their finger on the pulse of the various neighborhoods.

The committee consulted People USA,²⁸ a peer-run not-for-profit program for people living with mental illness and addiction. It too advocated for community input and an ongoing communication plan for the police, suggesting that all ideas be reflected in the SPD's *Policies and Procedures Manual* to ensure they become part of the culture and mission of the department.

The SPD has several current initiatives in support of community education and outreach, including local TV and radio spots and the SPD website, to update the public on department activities, training and statistics. The department has a 'Ride Along' program and a college internship for anyone interested in a career in law enforcement. Recently the SPD has begun the 'Lights On' program, which gives vouchers for people to repair their vehicle lights. There are many aspects of the SPD that are simply not known by the public, through no fault of their own. A function of the liaison and the SPD's media presence should publicize updates, initiatives, and programs in both English and Spanish.

The ongoing reports of police brutality and nationwide demonstrations weigh heavily on police officers, who are doing essential work for the community. Therefore, positive interactions between police officers and residents need to be publicized. Positive recognition not only shows police officers in a favorable light but also boosts morale and motivation in what can be a stressful job.

Community Education and Outreach Recommendations

1. Appoint a community liaison as a bridge between the SPD and the community. Responsibilities would include:

²⁸ <https://people-usa.org/>

- a. Facilitate ongoing communication and dialogue (in both English and Spanish), reducing misinformation, misunderstandings, misconceptions and mistrust.
 - b. Schedule regular, consistent police-community forums for the public to share concerns, make suggestions, and ask questions and for the SPD to inform and educate the public about policies and procedures, training, data, and day-to-day police activities.
 - c. Develop a communication plan, including how to disseminate forum information to the community in a timely and efficient manner. The plan will outline specific follow-up procedures for issues that cannot be resolved during the forum.
 - d. Provide contact information to the public. The liaison's contact information would be included on the 'Right to Know' card (see Accountability).
2. Increase/enhance existing partnerships between other community stakeholders, including individuals, schools, businesses, towns or faith-based programs.
 - a. An important goal is to reinforce that community safety and wellness is a shared responsibility—shifting both the police and public mindset from an 'us and them' to an 'our' community.
 3. Create collaborations with agencies and organizations.
 - a. Continue and expand partnerships with various agencies and organizations regarding specialized training and awareness programs including diversity, racial bias, LGBTQ issues, domestic violence, mental health and special needs (see Training).
 4. Track and recognize positive police and community interactions.
 - a. Ensure that the public does not only see negative depictions of law enforcement that may cause people more anxiety and mistrust of the police.

5. Racial Bias

White people came to these shores mostly from Europe, and assumed the role of the dominant group, especially men with property, while males without property, slaves, women, and Native Americans had no voice in this democracy. They were thought of as inferior and less worthy humans by many.

The legacy of discrimination in all walks of life has left a profound impact upon the American psyche. Studies galore have shown that this bias runs deep.

What is called "Doll Test"²⁹ administered by Drs. Kenneth and Mamie Clark in the 1940's and 50's and then repeated in 2015³⁰ reveals that 65% to 70% of young children between the ages of 2 and 7, Black, brown and white children, think well of the white doll or picture of a white doll (smarter, friendlier and prettier) and think poorly of the dark-skinned doll or picture (stupider, meaner and uglier). It is heartbreaking to watch the video of this study. When George Floyd was killed by a white police officer, and when people of color witness that tragedy, they know that they are still thought of as inferior humans by some who wear the badge. (For more information on racial bias and police, see Appendix E.)

Law enforcement in many areas of our country has demonstrated that people of color are not treated with the same respect and consideration as white people. Are the members of the SPD entirely immune from this historical bias? It is unlikely. Policies of the SPD insist upon treating all persons with respect and without bias. But even when trained to adhere to those policies, which may reduce the bias, does it necessarily eliminate it entirely?

Saugerties Police Policy 4023 entitled "Unbiased Policing" requires all employees to receive basic training, periodic in-service training, and, where deemed necessary, remedial training on subjects such as implicit bias. The SPRRC has researched the history of this training, who does the training, what is the curriculum of the basic training, what does the in-service training consist of, and has there been remedial training? And most importantly, are the results of that training evaluated.

To assess the current training, the SPRRC requested the following SPD records regarding training on the subject of racial bias in 2019 and 2020:

1. Pursuant to Saugerties Police Department Policy 4010, a copy of all training request forms for training that includes racial bias training with the name of the officer/supervisor redacted, if preferred;
2. A copy of the corresponding course curriculum and the identity of the trainer;
3. Pursuant to Saugerties Police Department Policy 4023 IV H ("Unbiased Policing"), the curriculum for the basic training, the curriculum for periodic in-service training, and the number of officers/supervisors who have participated in in-service training regarding racial bias;

²⁹ <https://www.naacpldf.org/ldf-celebrates-60th-anniversary-brown-v-board-education/significance-doll-test/>

³⁰ <https://www.youtube.com/watch?v=tkpUyB2xgTM>

4. Whether any officer/supervisors have been required to participate in remedial training pursuant to the policy, how many actually participated, and a copy of that curriculum and the identity of the trainer;
5. Records of the SPD Policy 410 on Community Relations regarding training that focuses upon the Policy's requirements, including training curriculum and the name of the trainer.

Our January 12th review of loose-leaf binders containing training materials for all the SPD officers and supervisors 2019-2020 revealed no training on the subject of racial bias and implicit racism. The Police Chief informed us that the Department of Criminal Justice Service just approved a curriculum that specifically addresses racial bias.

Racial Bias Awareness Recommendation (Supplement to Training Section)

1. All current SPD employees must receive racial bias training that explores implicit and subconscious bias and going forward all upon hire, and at least once in each of the succeeding two years, unless the need for further training after the first three years is determined to be warranted by an independent consultant.
2. The trainers should include people of color with expertise on this subject and have law enforcement experience or related relevant experience.
3. There should be a record of the time, date, place and name of the trainer(s) maintained in the Department's yearly training loose-leaf binder that includes the name of participant(s).
4. Outside auditors should evaluate the effectiveness of the training through analysis of data on disparities in arrests, appearance tickets, warnings and stops.

6. Training and Recruitment

Training

Throughout this report, most areas emphasize the need for more training. And while as an accredited police agency the SPD meets, and in most cases exceeds the New York State Department of Criminal Justice Accreditation standards, additional targeted training and reformed training techniques will improve the relationship between the police and public, particularly with communities of color.

The New York State Law Enforcement Agency Accreditation Program was established as a voluntary program, which provided law enforcement agencies with a mechanism to evaluate and improve the overall effectiveness of their agency and the performance of their staff. Accreditation is formal recognition that an agency's policies and practices

meet or exceed the standards established by the council in the areas of administration, training and operations. Specifically, as it relates to training, the program provides the following:

- All employees will receive basic and periodic in-service training and, where deemed necessary, remedial training on subjects related to police ethics, cultural diversity, police-citizen interaction, standards of conduct, conducting motor vehicle stops, implicit bias, and related topics suitable for preventing incidents of biased policing. (SPRRC has noted that this proposed cultural diversity and implicit bias training has yet to be implemented by NYS.)

Section 33 and its subsections state the following:

In-Service New York State Law Enforcement Accreditation Program 33.1 (Length and Content CRITICAL STANDARD TRAINING STANDARD)—The agency requires that all sworn personnel, both full and part-time, receive at least 21 hours of in-service training annually. This training includes, at a minimum, firearms training, legal updates, a review of the use of force and the use of deadly force. The agency maintains records documenting all topics that are covered during the training. Firearms training shall include live fire training of all authorized firearms on the firing range.

This training can be fulfilled through the use of formalized and documented training sessions where lesson plans and attendance records are maintained, including classroom training, roll call or video presentations. Each officer must demonstrate specific proficiency as established by the chief law enforcement officer. It is recommended that interactive judgment training be incorporated into the use of force/deadly force component.

Compliance verification strategies assessors may verify compliance with this standard through one or more of the following: 1. A review of training records to determine that all officers have either met or will meet the annual 21-hour training requirement (specific Standard topics must be part of the scheduled training); 2. Interview(s) with agency personnel to verify the accuracy of the training records; or 3. Interview(s) with personnel responsible for the training function to verify their knowledge of and compliance with the in-service requirement.

While training requirements exist, the instructional sessions must be examined for subtle and not so subtle ways they may reinforce implicit bias. For instance, New York City uses shooting targets of the back of Black male figures.³¹ How can training police to

³¹ <https://thehardtimes.net/culture/police-confirm-standard-target-practice-cut-out-character-has-back-turned/>

shoot fleeing Black targets during simulation be justified and not translate into real-life situations where decisions are made in split seconds? The SPRRC not only recommends additional training but also changes to the way recruits and officers are trained.

For instance, when police recruits are belittled by their instructors and ordered to refrain from responses other than “Yes, sir!” they may learn stoicism—but may also learn that mocking and bellowing orders at those with less power are acceptable actions. When they are ordered to do push-ups to the point of exhaustion because their boots weren’t properly polished, they may learn the value of attention to detail—but may also conclude that the infliction of pain is an appropriate response to even the most trivial infractions.

Instead, a more academy-based approach will center a vision of police as guardians not warriors. From the beginning, training should instill a responsibility to promote public safety and uphold the rule of law, with an emphasis on mutual trust and accountability between law enforcement and the community they are sworn to serve.

Law enforcement officers make difficult decisions in the field, which often requires the application of the law to the facts available to them in real time. Extensive and continuous legal training will minimize the instances in which police make erroneous decisions, benefitting police and citizens alike. And when feasible and advisable, having officers explain events as they unfold may help ease the tensions inherent in intrusive interactions.

The New York State Office of Public Safety (OPS) is responsible for the administration of both mandated police and peace officer certified training programs, including developing new training and maintaining existing training. It is time for OPS to reform its policies by restructuring its training to focus more on de-escalation tactics and implicit bias training to reduce excessive force. Once training recommendations are in place, OPS should submit to the governor for approval.

Training Recommendations

1. The New York State Police Academy training should be changed from a military-based approach to a more academy-based approach.
2. Training must have an emphasis on legal knowledge to be able to apply the law to situations as they unfold.
3. SPD must have ongoing implicit bias training (for a fuller discussion, see Racial Bias section).

While implicit bias training does not necessarily reduce bias, it raises consciousness

about underlying and subconscious bias. Research has suggested that by making one aware of unconscious biases, these malleable biases may be reduced.³²

4. Current training courses and practices should be reviewed by an outside expert for implicit bias.
5. Training must include awareness of and effective interventions in mental health, autism spectrum, ADHD, and disability. De-escalation training will reinforce mental health, substance abuse and domestic violence training.

As stated in this report, the police are increasingly called to incidents that are not necessarily law enforcement issues. Therefore, responding officers must have the understanding and skills to respond appropriately and helpfully during personal or family crises.

6. The police must be trained in responding to domestic violence, including intervention, investigation and follow-up.

Recruitment

Law enforcement can only improve if the police force looks like the community, with more people of color and women. The Police Chief has explained how NY Civil Service Commission rules, which were put in place to promote fairness and prevent nepotism, actually can be a roadblock to a diverse workforce. Civil service rules require employers to select a candidate from among the top three test scores and who has passed a rigorous physical agility requirement. There are other stringent mandates as well. Many excellent candidates for the police department are lousy test-takers, do not have the family history in law enforcement that can give them a leg up in knowing what to expect on the test, or may need training to pass the agility test. Without the flexibility to hire the best candidate rather than a high-test scorer, police departments remain predominately white male.

Recruitment Recommendations

1. Sponsor civil service preparation classes for the community.
2. The Town Board should pass a memorializing resolution calling for civil service reform, including a more flexible and agile system that allows law enforcement to hire the best and most appropriate candidates.

³² <https://trustandjustice.org/resources/intervention/implicit-bias>

7. Accountability and Transparency

Throughout the country, legislation has been proposed and laws enacted to make police more accountable to the public. Body-worn cameras (BWC) have become standard in many police departments. New laws, such as the Whistleblower Protection Act,³³ which became law in 1989, and the Law Enforcement Misconduct Statute³⁴ have codified ways to enhance trust between the police and the people they serve. In July of 2020, Senators Edward Markey, Bernie Sanders and Elizabeth Warren introduced legislation to end qualified immunity³⁵ to hold law enforcement accountable for excessive force and brutality.

While the SPCCR looked at national initiatives and legislation, it zeroed in on the SPD's built-in levels of accountability.

They include:

- a) First-line supervisor (there is a sergeant on every shift to ensure that there is a mature and capable supervisor to oversee the shift). The sergeant monitors all incoming calls from the dispatcher to police responses to calls.
- b) Functional BWC is to be on and active, with both video and audio, throughout the shift. More importantly, BWC is required to be on during each civilian interaction. The SPD's efforts to increase transparency and community trust are fostered by the timely release of all video footage to the public in cases of reported police misconduct. However, this may at times endanger witnesses and/or interfere with investigations.
- c) The Internal Affairs Division comprises the chief, captain and lieutenant. Only they have received the necessary training as investigators for internal affairs review.

Gaining and maintaining the trust of the community requires more transparency when possible. For instance, it may require increased and expedited accessibility of police misconduct records, especially when complaints have been lodged by a civilian. With the repeal of 50-a, the law that shielded police personnel records from disclosure, the public will now be able to use the Freedom of Information Law (FOIL) to obtain individual police officer records.

In addition to department-level accountability, the SPD reports to the Town Supervisor,

³³ <https://oig.justice.gov/hotline/whistleblower-protection>

³⁴ <https://www.justice.gov/crt/law-enforcement-misconduct>

³⁵ <https://www.markey.senate.gov/news/press-releases/senators-markey-sanders-and-warren-introduce-legislation-to-end-qualified-immunity-hold-law-enforcement-accountable-for-excessive-force-brutality>

Town Board and Village Mayor. While not the case with the SPD to date, levels of accountability can move to higher levels, from investigations by the Ulster County District Attorney, the New York State Human Rights Division, the New York State Attorney General or special prosecutors. And in the case of suspected violations of Federal Civil Rights statutes, investigations can reach the United States Attorney General and the FBI.

Despite all the layers of investigative bodies, the SPD is not directly accountable to the public. And while there has been no major incident that has made it to the public's attention, the optics suggest the department is policing itself when complaints are filed.

Additional initiatives will improve transparency and accountability. Ongoing communication via town halls or community liaisons (see Community Outreach and Education), clearer ways for the public to obtain information and statistics (see Data) and community policing can prevent minor issues from becoming crises.

Since the January 6 attack on the Capitol in Washington, DC, members of the community have asked how can the SPD ensure the public that its officers are not involved in radical groups. The Police Chief explained that the Department has explicit guidelines requiring all members to meet the moral integrity clause stipulated in their application. The exact nature of the moral integrity clause, including social media posts, conduct during the shift and outside work hours, and the consequences for violating this clause, are outlined in the employee manual. Disciplinary measures range from verbal and written warnings to suspensions and termination. However, in the absence of overt violations, such as social media postings, obvious signs of radicalization, or participation in radical violence, there are currently no known methods of identifying such officers by the Department.

Accountability and Transparency Recommendations

1. Establish a committee to explore and implement a Civilian Complaint Review Board. There are many types of review boards from advisory to investigative. SPRRC recommends the formation of a committee that includes Town Board member(s), experts in law enforcement, and interested residents to research various civilian boards and the most effective and efficient way to implement it.
2. Schedule ongoing public town halls and forums (see Community Outreach and Education).
3. Implement the upcoming Ulster County "Right to Know" law and the use of "Right to Know" cards during all police interactions, and explain the reason for all stops or encounters.
4. Print and issue a business card for all officers with the following information: name, SPD phone number, the name of the community liaison, and the police chief's phone

- number and email. In addition to the card, the police officer will provide information on the complaint process at the end of an encounter that does not result in arrest.
5. Inform the public of the procedures and policies to prevent police officers from involvement in radical groups, including advising the public to report suspected radicalization to a Civilian Complaint Review Board.

8. Reimagining Funding

In this time of economic downturn, the SPRRC is protective of taxpayer's money yet recognizes that Governor Cuomo may have given us a once-in-a-lifetime window to create substantive and sustainable change. Many of our recommendations cannot be implemented without a financial investment. Based on the community's clear message that they want change and expect that this committee was not just a dog and pony show, we are proposing innovative ways to find resources.

Recommendations

1. Establish a task force specifically charged with finding resources, such as federal, state, foundation grants;
2. Partner with other towns to implement cooperative initiatives;
3. Collaborate with universities in establishing MSW internships, specialized law student clinics, communication internships, graduate student-led antiracism training, etc.,
4. Negotiate a buy-in to Family of Woodstock services;
5. Work with the high school to help students learn civil service test-taking skills;
6. Re-evaluate the use of the SPD budget surpluses;
7. Change the mindset from "not possible" to "let's find a way."

9. Conclusion

The recommendations in this report reflect what the committee discovered through its research, review of Saugerties Police Department policies and procedures, and input from the public. We took our mission seriously, investing countless hours discussing and analyzing our findings, rehashing what we learned from the community via our survey, town halls, or their personal emails describing their experiences with law enforcement, and sharing and debating our own stories as it related to such areas as policing, bias, privilege and more. Our interactions were lively, passionate, sometimes heated, but always respectful. Therefore, we are committed to seeing these recommendations implemented by the Town Supervisor and Town Board. We owe it to the members of the community who trusted us with their stories, vulnerabilities, advice, and belief in creating a more just and fair community to see this process through its fruition.

Absent from our report are the voices of our Latino community. Despite translating our announcements and survey into Spanish, sharing the Spanish translations with people connected to the Latino population, and posting Spanish notices in the local Latino-owned stores, we received no response from our Spanish-speaking neighbors. We did not make the assumption that their lack of response meant that all is well with them. We hope that our recommendations will foster more trust and engagement with the Spanish-speaking population, particularly people who have arrived from Central and South America.

Finally, our mission was narrow—to examine racial bias and over-policing in communities of color. However, we would be remiss to not acknowledge that systemic racism permeates society including the courts, government services, housing, employment, banking, health care, and beyond. While not in our purview, the committee recognizes that there is much work to be done both locally and nationally. Perhaps this focus on the Saugerties Police Department will jumpstart a broader conversation and generate specific actions to make Friendly Saugerties friendly—and just—for everyone.

Appendix

Appendix A

Saugerties Police Reform and Reinvention Committee Members

Michael Catalinotto	Joseph Puma
Christine Dinsmore	Gilda Riccardi
Tamika Dunkley	Joseph Sinagra
Robert Irizarry	Lauren Swan
Gina Kiniry	Robert Thomann
Annette Mulyanti	Lanny Walter
Farzan Nadim	

Appendix B

The Saugerties PRRC generated and posted an anonymous public survey via Google Forms. This survey ran from November 22, 2020 through January 31, 2021. The survey was translated to Spanish and this version ran from December 9, 2020 through January 31, 2021. Both versions of the survey were posted as a shortened URL and a QR code on social media, including the SPRRC Facebook page, and disseminated through email and flyers. The URLs for the survey are

English version: <http://bit.ly/SaugertiesSurvey>

Spanish version: <http://bit.ly/EncuestaDeSaugerties>

The survey generated 331 responses, all from the English version. There were no responses to the Spanish version of the survey.

The SPRRC survey had multiple sets of questions:

1. Questions about the Saugerties Police Department.
2. Questions about interactions with the police
3. Questions on the participant's opinions.
4. Questions about the participant.

As mentioned, the survey was anonymous and additionally asked the participants not to provide identifying information about themselves. It was also restricted to participants over 18.

This Appendix provides the questions of the survey and a summary of the answers.

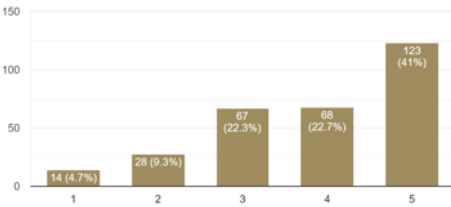
The complete responses to the survey, including all the comments, can be found in the attached spreadsheet titled "Saugerties_PRRC_Survey_Responses_2021-02-01.xlsx".

Part 1. About the Saugerties Police Department

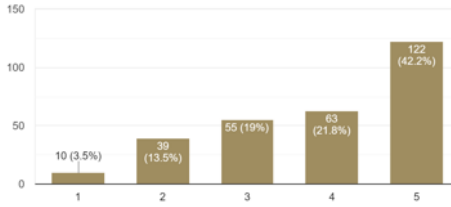
What is your ranking of the Saugerties PD as to how they interact with the public?

What is your ranking of the Saugerties PD as to how they interact with the public?

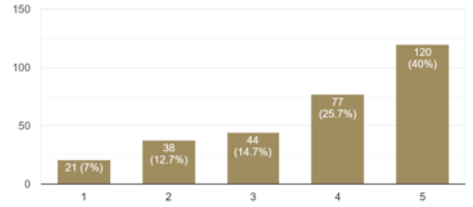
Equal treatment of all (independent of sex, gender, nationality, etc.)
300 responses



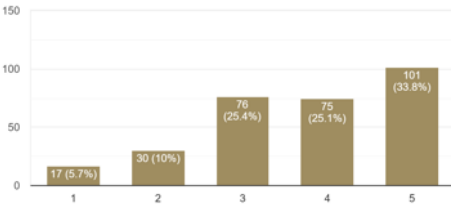
Equal treatment based on race
289 responses



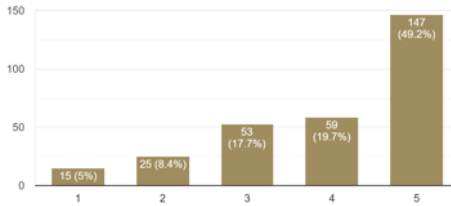
Trustworthiness
300 responses



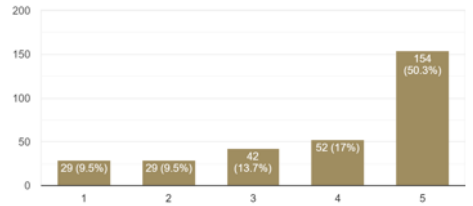
Traffic stops and enforcement
299 responses



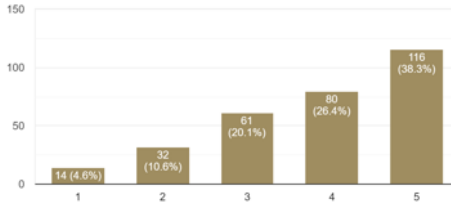
Participation in community events
299 responses



Approachability
306 responses

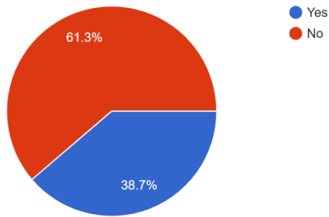


Overall performance
303 responses

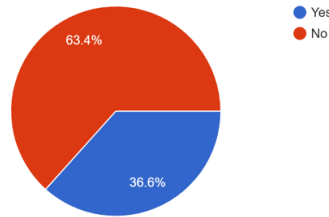


Do you have concerns about the Saugerties Police Department on (choose all applicable)

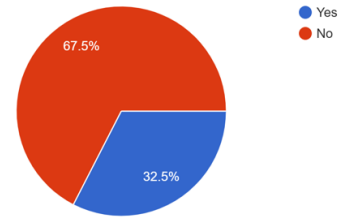
Interactions with members of the community
297 responses



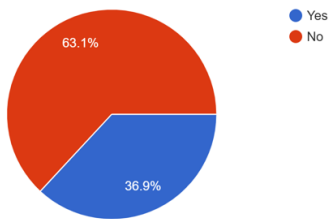
Fighting crime
292 responses



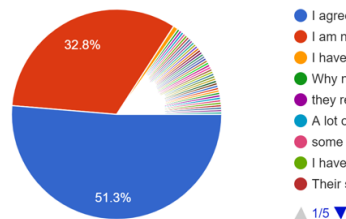
Handling traffic violations
295 responses



Responsiveness
290 responses



I have no concerns about the Saugerties PD
265 responses

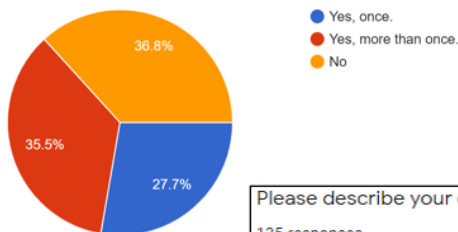


Other
65 responses

Part 2. Your interactions with the Saugerties Police Department

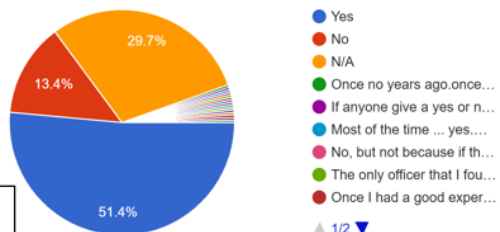
In the past two years,

Have you called 911 or contacted the Saugerties PD for help?
321 responses

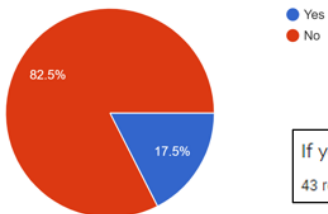


Please describe your experience.
135 responses

If yes, were you satisfied with the outcome?
276 responses

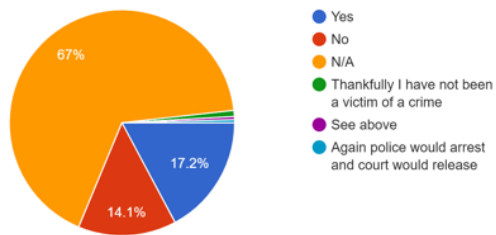


Have you needed to call 911 or contact the Saugerties PD but were hesitant to do so for any reason?
315 responses



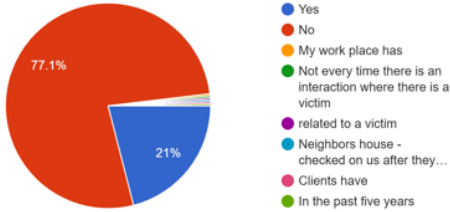
If yes, please explain.
43 responses

If yes, were you satisfied with the outcome?
227 responses

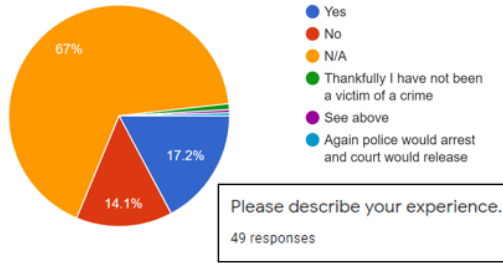


In the past two years,

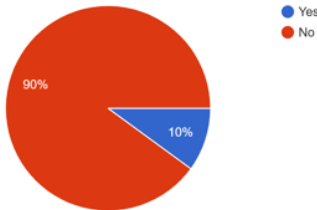
Have you been a victim of a crime that was investigated by the Saugerties PD?
319 responses



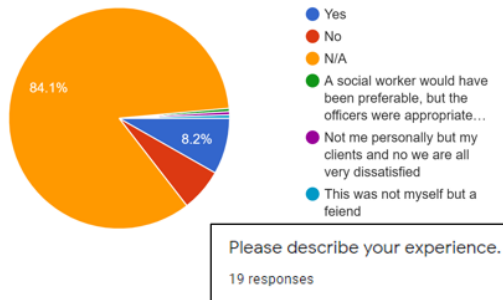
If yes, were you satisfied with the outcome?
227 responses



Have you been involved in a domestic or family dispute in which the Saugerties PD were called?
319 responses

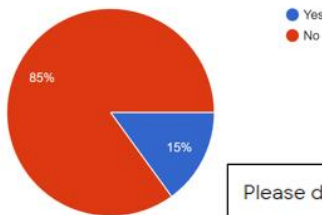


If yes, were you satisfied with the outcome?
207 responses

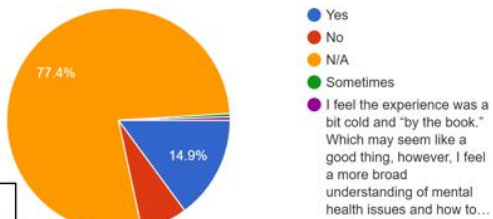


In the past two years,

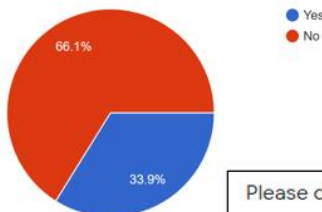
Have you or someone close to you been involved in a mental health crisis that was investigated by the Saugerties PD?
320 responses



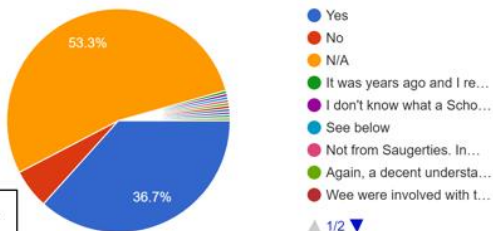
If yes, were you satisfied with the outcome?
208 responses



Have you, your child, or someone close to you interacted with a School Resource Officer?
319 responses



If yes, were you satisfied with the outcome?
229 responses

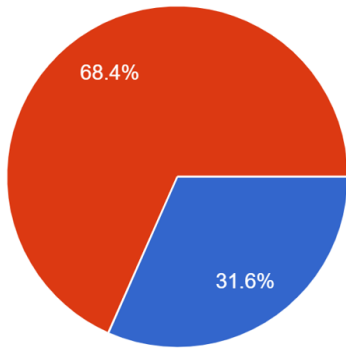


Do you have additional suggestions or comments about the Saugerties PD?

Suggestions 122 responses	Comments 67 responses
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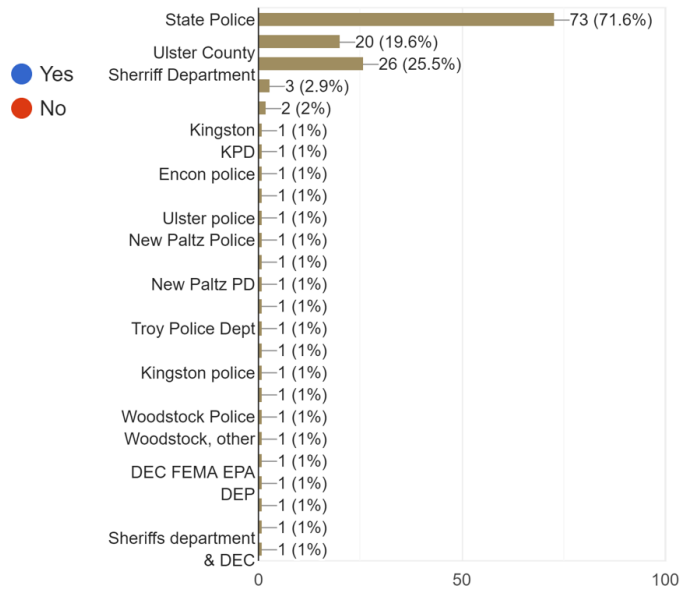
Have you dealt with any of the issues raised in the previous questions, not with the Saugerties PD, but another police department (e.g., the Ulster County Sheriff or NY State Police)?

313 responses



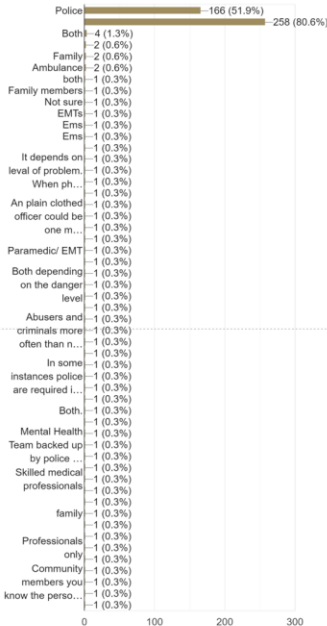
If yes, please identify the other police department. (Choose all applicable.)

102 responses

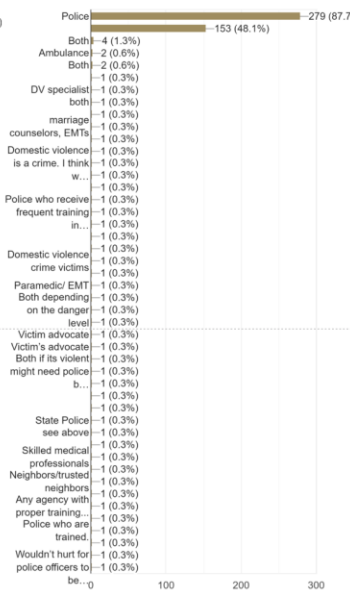


Part 3. Your Opinions

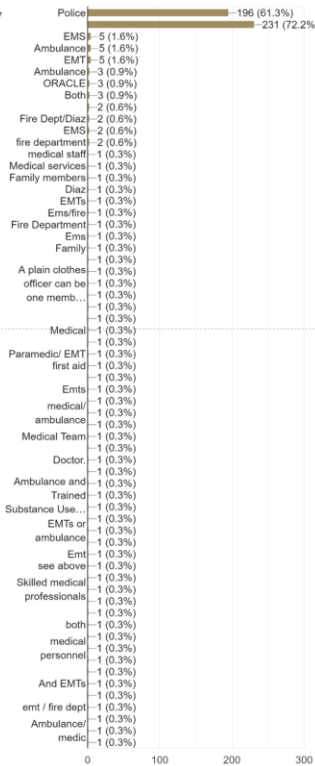
Who should respond to a mental health crisis in the community? (Choose all applicable.)
320 responses



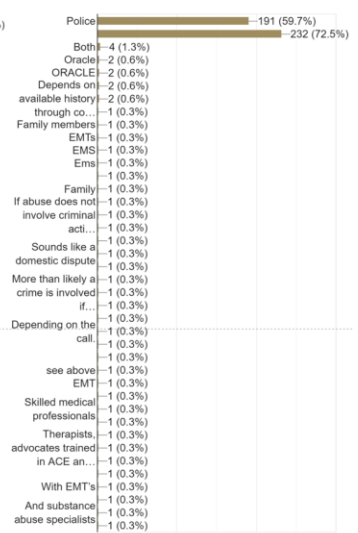
Who should respond to a domestic violence call?(Choose all applicable.)
318 responses



Who should respond to an overdose in the community?
(Choose all applicable.)
320 responses



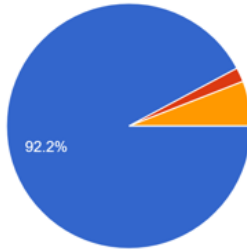
Who should respond to a complaint of drug/alcohol use problems? (Choose all applicable.)
320 responses



Part 4. About You

Are you a resident of Saugerties?

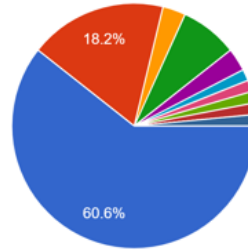
320 responses



- Yes
- Yes, as a sec residence
- No

If no, how frequently do you visit Saugerties?

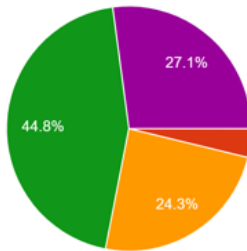
66 responses



- Everyday
- At least once a week
- At least once a month
- A few times a year
- Maybe once a year
- multiple times a month fo...
- Have lived in both the to...
- Bad wording as a follow...
- Since the pandemic beg...
- I live in the village

What is your age group?

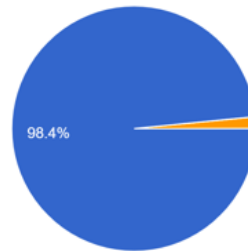
317 responses



- 17 or younge
- 18-24
- 25-44
- 45-64
- 65 or older

Are you a US citizen or permanent resident?

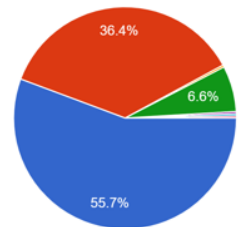
320 responses



- Yes
- No
- Prefer not to disclose

What is your gender identity?

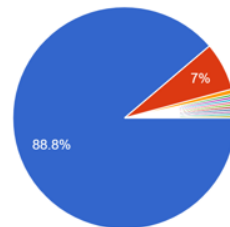
316 responses



- Woman
- Man
- Transgender
- Prefer not to say
- This question is ridiculous
- What does that matter?
- This is irrelevant but I am a man

What is your sexual orientation

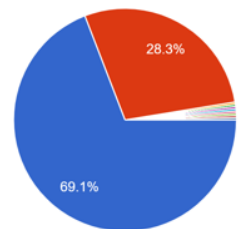
285 responses



- Heterosexual
- LGBTQIA
- NYOB
- None of your business
- Not the issue here
- Why would this question...
- really ?
- What does that have to d...
- Fluid

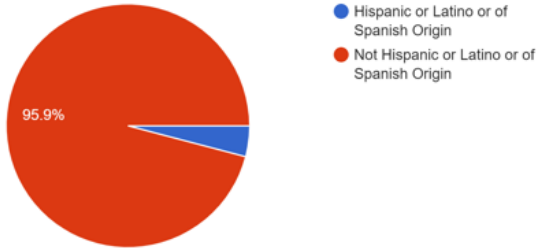
What is your marital status?

311 responses

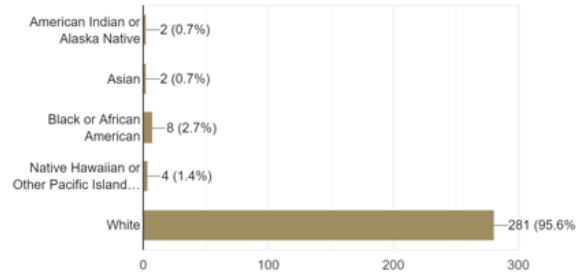


- Married or in domestic p...
- Single, divorced, separat...
- in a relationship
- None of your business
- Not the issue here
- Alone
- in a committed relationship
- What does this have to d...
- Not relevant
- NYOB

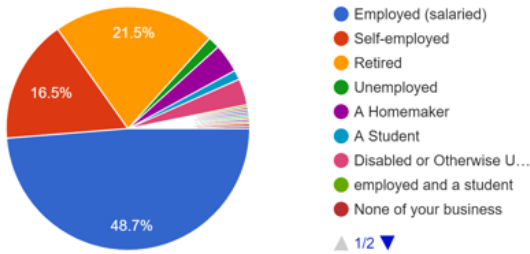
Ethnicity: Are you
294 responses



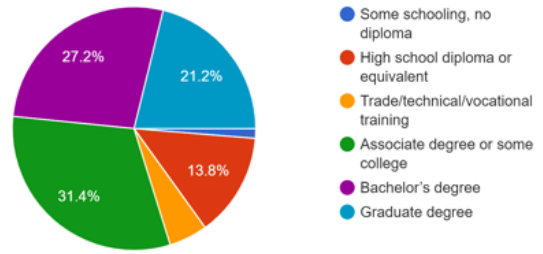
Race (choose all applicable): Are you
294 responses



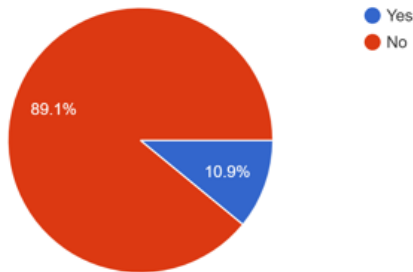
Employment (choose all applicable): Are you
316 responses



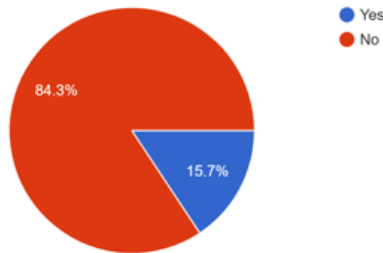
What is your level of education
312 responses



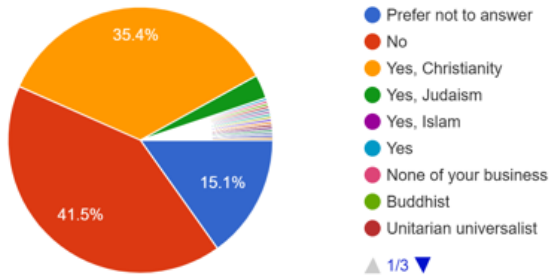
Are you a current or former member of the military?
311 responses



Are you or a member of your immediate family employed in law enforcement?
313 responses



Are you a member of an organized religion
311 responses



Appendix C

Saugerties Police Department Arrest Statistics, 2015-2020

SAUGERTIES POLICE	2015	2016	2017	2018	2019	2020
Blotter Entries	25,620	23,603	21,973	24,597	20,678	18,991
Units Dispatched	21,435	19,461	16,766	18,149	16,378	16,491
ARREST						
Total Dept. Arrest	583	410	539	515	477	429
Felony	48	43	52	80	48	64
Misdemeanor	266	176	224	189	214	158
Violation	269	191	276	255	215	207
V&TS						
Traffic Tickets	2389	1489	1,857	1,984	1,786	957
Parking Tickets	1647	1118	1,451	1,594	1,724	1228
Warning Tickets	810	767	682	1,310	891	958
CRASHES						
Total Crashes	751	603	638	634	606	556
Reportable to MV	519	453	533	468	426	397
Personal Injury	81	109	78	78	121	95
Property Damage	664	486	553	555	477	455
Fatal Crashes	1	2	3	0	1	4
Pedestrians Struck	5	6	4	1	7	3

Arrests by Race (Note: Arrests Include Residents and Nonresidents), 2019, 2020, Jan 2021

Saugerties Population By Race (2010 Census: Census Bureau)	PERCENT POPULATION	SPD 2019 ARREST
BLACK AFRICAN AMERICAN	1.70%	7%
WHITE	94.20%	87.10%
NATIVE AMERICAN	1.10%	0
ASIAN	0.87%	0.23%
TWO OR MORE ETHNICITY	2.10%	5.20%
HISPANIC / LATINO OF ANY RACE	5.00%	6.70%
TOTAL POPULATION	23,453	
TOTAL MALES ARRESTED	327	64.88%
TOTAL FEMALS ARRESTED	177	35.12%

Saugerties Population By Race (2010 Census: Census Bureau)	PERCENT POPULATION	SPD 2020 ARREST
BLACK AFRICAN AMERICAN	1.70%	2%
WHITE	94.20%	92%
NATIVE AMERICAN	1.10%	0
ASIAN	0.87%	0.23%
TWO OR MORE ETHNICITY	2.10%	4.80%
HISPANIC / LATINO OF ANY RACE	5.00%	4.60%
TOTAL POPULATION	23,453	
TOTAL MALES ARRESTED	300	69.00%
TOTAL FEMALS ARRESTED	137	31.00%

Saugerties Population By Race (2010 Census: Census Bureau)	PERCENT POPULATION	SPD 2021 ARREST January
BLACK AFRICAN AMERICAN	1.70%	10%
WHITE	94.20%	86%
NATIVE AMERICAN	1.10%	0
ASIAN	0.87%	0.23%
TWO OR MORE ETHNICITY	2.10%	9.52%
HISPANIC / LATINO OF ANY RACE	5.00%	9.52%
TOTAL POPULATION	23,453	
TOTAL MALES ARRESTED	17	80.95%
TOTAL FEMALS ARRESTED	4	19.05%

Appendix D

Two examples of mental health programs responding to 911 calls

Co-responders: In Colorado, the Department of Human Services has teamed up with police to respond to mental health crises with law enforcement and behavioral health specialists. They use their combined expertise to deescalate and link people with mental health services.³⁶ There are two main co-responder team formats—a dedicated team of police and behavioral specialists in one car throughout the shift or on-call behavioral specialists as needed.

Non-police response team: In Eugene, Oregon, CAHOOTS is a 24/7 mobile mental health team that responds to nonviolent crises in the community.³⁷ Each team has a medic (nurse or EMT) and a crisis worker (mental health professional) that respond to mental health crises, substance abuse, homelessness, and other areas where police might be called for a noncriminal incident. And while there have been concerns that unarmed mental health workers are entering potentially violent situations, last year CAHOOTS called for police backup just 150 times out of more than 24,000 calls.³⁸

³⁶ <https://tinyurl.com/y6sb9rat>

³⁷ <https://whitebirdclinic.org/cahoots/>

³⁸ <https://tinyurl.com/yc84o4tf>

Appendix E

Excerpts from Interview with Dr. Jenifer Eberhardt

In Dr. Eberhardt's study she found that when police officers are shown an image of a white person's face and a black person's face, the black person's face is "much more likely to draw their attention when those officers are prompted to think of shooting, apprehending, capturing or arresting."

Dr. Eberhardt works with law enforcement to design implicit bias trainings. Her program was made available to police departments across California after being created in conjunction with the police departments in Oakland and Stockton. But even with training, incidents of racial bias still happen.

She says the question is not if the trainings were implemented by police departments, but whether they were "rigorously evaluated" in the long run. If bias trainings were evaluated, researchers may be able to get a better understanding of what does and doesn't work in training officers about biases.

In addition, reducing harm to communities of color also involves examining the harm of certain policies and enforcement practices, she says.

Dr. Eberhardt looks at how racial bias plays out systemically, instead of the "one bad apple" analogy that is often used with police and acts of racism.

For example, her team of Stanford researchers worked with a task force in the Oakland Police Department to reduce the number of stops they were making of people not committing any serious crime, she says.

"We settled on a simple approach to reducing stops, and that was to push officers to ask themselves a question before each and every stop they make," she says. "And that question was, 'Is this stop intelligence-led, yes or no?' And what they mean by intelligence-led is, 'Do I have prior information that ties this particular person to a specific crime?'"

Adding that checkbox made a "huge difference" in Oakland, Eberhardt says. In 2017, Oakland officers made roughly 32,000 stops. But after implementing that question in 2018, officers made about 19,000 stops.

"African American stops alone fell by over 43%," she says. "And that drop happened even as the crime rate continued to fall."

The findings imply racial bias can't be eliminated — but it can be managed.

Oakland Police Department's standard for evaluating and stopping people changed, Eberhardt says, because the question, "Is this stop intelligence-led, yes or no?" forced officers to slow down their decision-making process.

Eberhardt says to “believe that change is possible” and can be achieved through different methods. “We can use evidence-based approaches to improve police-community interactions and to maintain justice. And we’ve seen these approaches make a difference in Oakland, California. And we’ve also seen other promising approaches that are being tried across the country.”

Appendix F: List of Recommendations

The recommendations on the six topics—Data; Alternative Policing; Community Education and Outreach; Racial Bias; Training and Recruitment; Accountability and Transparency—and creative ways to implement them are summarized below (with their corresponding page numbers in the full report).

Data Recommendations (pp. 5-6)

1. More data, including race and ethnicity and disposition, to be collected with each stop and arrest to ensure we capture the vital information to identify bias policing.
2. All arrest data and analysis of the data should be posted for public view on the SPD website, including data from the NYS TRACS system.
3. The data should be analyzed by an independent body with statistical and data analysis expertise, generating an annual report identifying disparate police practices.

Alternative Policing Recommendations

Mental Health/Substance Abuse/Autism/ADHD (p. 9)

1. Training on de-escalation, ADHD and autism and ways to identify and approach a person on the autism spectrum, and PTSD and trauma-informed policing.
2. The Saugerties Town Board should pass a memorializing resolution calling for the Ulster County Mobile Mental Health team to be a 24/7 resource.
3. The Saugerties Town Board should pass a memorializing resolution for Ulster County to create a walk-in, 24/7 Stabilization Center similar to the Dutchess County initiative.
4. Saugerties, with or without Ulster County, should consider incrementally adding mental health professionals to law enforcement.

Domestic Violence (p. 10)

1. Robust data collection for domestic violence calls, including number of felonies, misdemeanors, violations and demographics (sex, age and race of both the perpetrator and the victim), and relationship, if any, to the responding police officer.
2. Training on de-escalation, interviewing children, PTSD.
3. Identify grants to fund prevention and intervention programs on officer-involved domestic violence.

School Resource Officer (p. 11)

1. Educate the public on the specific roles of the SRO.
2. Provide monthly data on SRO-student encounters/arrests on the websites of the SPD and the Saugerties School District (if permissible).
3. Provide training on such issues as autism and implicit bias.

Community Education and Outreach Recommendations (pp. 12-13)

1. Appoint a community liaison as a bridge between the SPD and the community.
2. Increase/enhance existing partnerships between different community stakeholders.
3. Create collaborations with agencies and organizations.
4. Track and recognize positive police and community interactions.

Racial Bias Recommendations (p. 15)

1. All SPD employees must receive racial bias training that explores implicit and subconscious bias.
2. Trainers should include people of color with expertise on this subject and have law enforcement experience or related relevant experience.
3. Record the time, date, place and name of the trainer(s).
4. Outside auditors should evaluate the effectiveness of the training through analysis of data on disparities in arrests, appearance tickets, warnings and stops.

Training and Recruitment Recommendations

Training (pp. 17-18)

1. The New York State Police Academy training should be changed from a military-based approach to a more academy-based approach.
2. Training must have an emphasis on legal knowledge to be able to apply the law to situations as they unfold.
3. SPD must have ongoing implicit bias training (See above, Racial Bias)
4. All current training courses and practices should be reviewed by an outside expert for implicit bias.
5. Training must include awareness of and effective interventions in mental health, autism spectrum, ADHD, and disability and include de-escalation techniques.
6. The police must be trained in responding to domestic violence, including intervention, investigation and follow-up.

Recruitment (pp. 18)

1. Sponsor civil service preparation classes for the community.
2. The Town Board should pass a memorializing resolution calling for civil service reform that allows law enforcement to hire the best and most appropriate candidates.

Accountability and Transparency Recommendations (pp. 20-21)

1. Establish a committee to explore and implement a Civilian Complaint Review Board, determining the most appropriate board—advisory or investigative.
2. Implement the upcoming Ulster County “Right to Know” law and the use of “Right to Know” cards during all police interactions, and explain the reason for all stops or encounters.

3. Print and issue a business card for all officers with the following information: name, SPD phone number, the name of the community liaison, and the police chief's phone number and email. In addition to the card, the police officer will provide information on the complaint process at the end of an encounter that does not result in arrest.
4. Inform the public of the procedures and policies that prevent police officers involved in radical groups from serving as police officers in Saugerties.

Reimagining Funding Recommendations (p. 21)

1. Establish a task force specifically charged with finding resources, such as federal, state, foundation grants.
2. Partner with other towns to implement cooperative initiatives.
3. Collaborate with universities in establishing MSW internships, specialized law student clinics, communication internships, graduate student-led antiracism training, etc.
4. Negotiate a buy-in to Family of Woodstock services.
5. Work with the high school to help students learn civil service test-taking skills.
6. Re-evaluate the use of the SPD budget surpluses.
7. Change the mindset from "not possible" to "let's find a way."