



City of Oneonta Police Department Reform and Reinvention Collaborative

Report of Recommendations to the Oneonta Common Council April 1, 2021

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Message from Mayor Gary Herzig

March 28, 2021

In 2014, the City of Oneonta became one of the smallest cities to have its police department receive New York State accreditation. The accreditation process includes an ongoing review of our police practices in relation to best practices within New York State and across the nation. However, to my knowledge our police practices have never been reviewed by the people of the community whom they have sworn to serve and protect. It is for this reason that I appointed, with our Council's concurrence, nine individuals to serve on a Community Advisory Board to the Oneonta Police Department. The following members of the Board were selected as representatives of varying sectors of the Oneonta community:

- Biama Charles, Board Chair and Hartwick College Director of Diversity, Inclusion, and Belonging
- Luke Murphy, Board Vice Chair and First Ward City of Oneonta Council Member
- Aliyah Abdelsalam, SUNY Oneonta student
- John Adams Jr., Member of Oneonta Area Chapter of the NAACP
- Katie Böttger, Personnel Director for the City of Oneonta
- Dr. Robert Compton, Chair SUNY Oneonta Department of Africana and Latinx Studies
- Shannon McHugh, Chair City of Oneonta Commission on Community Relations and Human Rights
- Paul Konye, Hartwick College student
- Bryce Wooden, City of Oneonta citizen

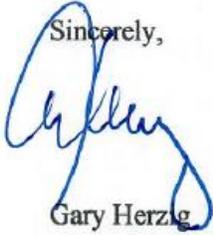
This report is both a product of the Board members' dedication and the full cooperation of the Oneonta Police Department.

I am proud to say that this process has been fully community driven. Neither I nor the Chief of Police were members of this Advisory Board. To their credit, the members of the Board chose to create subcommittees and invite all who were interested to participate. This resulted in a wide diversity of perspectives and recommendations. This report is presented to the Common Council in the form of recommendations which include a mandate for the development of an implementation Action Plan to be completed no later than May 18, 2021. It is my intent to appoint a committee of the Council to lead this effort.

Continuous Improvement requires change and real change is rarely easy. As our city continues to become one of greater diversity, I am thankful for our ability to come together and tackle the

tough issues in a manner which will, undoubtedly, lead us to become an even stronger community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gary Herzig". The signature is stylized with a large initial "G" and a loop at the end.

Gary Herzig

Mayor

Mandate, Scope and Purpose

In June 2020, Governor Cuomo issued an Executive Order called the New York State Police Reform and Reinvention Collaborative, which called for the formation of local community committees to work with their police agencies to review and update policing policies and practices and provide input on issues ranging from training to investigation of complaints. The City of Oneonta formed a Community Advisory Board consistent with this mandate, which has met on an ongoing basis since the advisory board was formed last summer.

Since the inception of the City's Community Advisory Board to the Oneonta Police Department, community stakeholder input has been a critical element of the process. This input has been received through the participation of various community members on the Advisory Board. The scope of this project has been to involve the community in what they would like to see going forward when partnering with the Oneonta Police Department.

The compilers of this report would like to thank all the individuals that took the time to participate in this important process, including City staff who assisted. The committee is composed of community members, not legal experts; when recommendations are not possible due to federal, state, or local law or other outside factors, OPD and the City will make a good faith effort to implement the "spirit" of the recommendation to the fullest extent possible. While not every recommendation included in this report was achieved unanimously, the majority of the board supports all recommendations hereafter.

I: Transparency in reporting and gathering of information.

Overview

Over the course of developing this report, the Oneonta Police Department has worked with subcommittees to gather information in compiling their reports. However, there were times where it was difficult for the chief and later acting chief to acquire information in a timely manner. This is not likely a result of their unwillingness to cooperate, instead that the data is spread out in various locations within the department. While committees were assured that all required information is sent to the state as required by the STAT act, much of the information took time to locate and relay to subcommittees.

Recommendations

- A. While this board is not aware of any data that OPD gathers from third parties (Amazon Ring cameras, etc.), in the interest of transparency we recommend the Common Council advise OPD to develop a procedure to assure the public that information gathered was not through third parties.

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- B. This board recommends the Common Council formally enshrine positive policies such as Chief Brenner's laudable policy against creating any form of quota system and any future use of using OPD as a mechanism for revenue generation.
 - C. This board recommends that the Common Council instruct OPD to develop "Know your rights" resources portal that is easily accessed by visitors, linked from the OPD web site.
 - D. This board recommends that the Common Council instruct OPD to remove threatening language around false reporting from their online complaint form.
 - E. This board recommends that the Common Council instruct OPD to create a search feature that allows the public to access legally sharable data on OPD's website including, when applicable, an interpretation of these statistics. This board recommends the Incident Based Reporting Statistics model. OPD should make every attempt to partner with other local law enforcement agencies in this initiative.
 - F. This board recommends that the Common Council instruct OPD to update and distribute informational materials on a regular basis to ensure accuracy of department policy.
 - G. This board recommends that the Common Council instruct OPD to release a statement to its officers and to the public related to its use of any future new policing technologies.
 - H. This board recommends that the Common Council instruct OPD to affirm that all officers are required to wear their identity (badge number, name, etc.) on their outermost layer of clothing at all times while on duty.
 - I. This board recommends that the Common Council consider implementing a formal policy that instructs OPD to make all legally releasable crime and arrest statistics and data available and readily accessible to the public on a quarterly basis. Though information was provided by request, this board feels it would be most transparent if OPD made all legal arrest data and statistics available to the public in an accessible manner, preferably through the Oneonta City Website, paper of record, and other public places easily accessible to the community. Additionally, this board recommends that the Common Council consider the feasibility of hiring additional officers and/or OPD staff who will receive training in recordkeeping ensuring a fast and reliable dissemination of information.
 - J. This board recommends that the Common Council and/or OPD consider adopting a policy limiting OPD from using no-knock warrants for the enforcement of non-violent crimes.
 - K. This board recommends that the Common Council consider implementing a formal policy prohibiting OPD from using pretext stops.
 - L. This board recommends that the Common Council consider implementing a formal policy that all increases to the OPD budget greater than the rate of inflation must first receive a written cost/benefit analysis considering whether the requested funds could

better address related problems, community concerns, and root causes of crime if allocated elsewhere.

II: Use of Force, Officer Conduct, Additional Trainings, Personnel, and Recruitment.

Overview

Sadly, most things in our communities have become politicized, especially over the past couple of years. While it is beyond the abilities of this board to mandate what officers can and cannot say, we feel it is in the best interest of the community if the following items are addressed by OPD. The department currently participates at a reasonable level of community outreach as a whole, but to ensure that each officer is remaining active in the city, getting into areas of the community in which they may not normally be immersed, and maintaining the quality of the dedication of the department in the larger community, we recommend further outreach into these areas. Additionally, with a rise in the national consciousness about issues surrounding the use of force by law enforcement and more equitable policing, the board feels strongly that the following items be considered by OPD while crafting new policies for the department.

Recommendations

- A. This board recommends that the Common Council instruct OPD to create a policy that, if it has not done so, balances officers' first amendment rights with the necessity of appearing to be unbiased. It is recommended that the policy include language stating that the display of symbols associated with white supremacist groups or social media posts (or other statements made elsewhere that come to light) that are evidence of racial animus (or other prejudice against a protected category) are grounds for termination. For a full list of symbols associated with hate groups and/or white supremacy, please see: <https://www.adl.org/hate-symbols>.
- B. This board recommends that the Common Council instruct OPD to create a policy, if it has not done so already, that addresses political activity while on-duty, in uniform, or while officially representing the department or City. This policy should address the displaying of political symbols on or in OPD property (including symbols worn on uniforms), participation in political events, appearing in political advertisements, or while writing op-ed or other publicized opinion matters. This board feels strongly that all political activity, including but not limited to what has been described herein, be prohibited while on duty, in uniform, or while otherwise officially representing the City or OPD. This recommendation should not be construed to interfere with or deny any normal, reasonable rights for employees of OPD to express or engage in political activity as a private citizen.

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- C. This board recommends that the Common Council instruct OPD to create a policy that, if it has not done so, or to update current policy, to incorporate a focus on broader social training, including and addressing topics relating to abuse, sensitivity, community relations, mental health, diversity, and unconscious bias. This policy should include the consideration of utilizing different and updated modals of training that place a greater emphasis on community relations.
- D. Recognizing the nuances of “Town-Gown” relationships, this board recommends that the Common Council work with OPD and SUNY Oneonta to continue the exploration of options in partnering with to allow for growth and relief of the services our department is providing, as well as allowing UPD to assist professionally with their population and the community will benefit from a police department with fewer stressors and greater availability.
- E. This board recommends the Common Council explore the feasibility of investing in a position for an individual to handle public relations or the creation of a Public Information Officer position dedicated to increasing transparency between OPD and the community.
- F. This board recommends that the Common Council work with OPD to review and update policies regarding use of force, specifically requiring a detailed examination of every use-of-force incident. This review must include a submission to the Common Council for formal review and approval prior to implementation. While this board recognizes the subject matter expertise of OPD regarding this important topic, it is important to recognize that any use-of-force policy must be consistent with community values. Additionally, this board strongly feels that the Common Council and OPD and/or any future oversight board should closely and carefully consider the following:
1. All use of force policies should be written with a consistent and repeated emphasis that the legal right to use violence in the course of their job is an extraordinary privilege and responsibility, that *ALL* use of force is an option of last resort, and that police have a duty of care to all people, including people in their custody or suspected of criminal activity. This should include a clear statement that use of force should always be a last resort, meaning that officers must, at all times, avoid actions that might escalate a situation into one requiring use of force.
 2. Use of force policies should provide clear requirements for de-escalation before force is used (except in extraordinary circumstances), accompanied by guidance regarding de-escalation techniques. Many model policies contain literal flow charts of an acceptable progression of tactics. OPD’s current policies only include language about reasonableness and proportionality, with no specifics.
 3. Policies should include clear requirements to consider a person’s specific characteristics, such as those mentioned in Policing Project guidelines, when considering whether use of force is justified.

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4. All use of force policies should be written with a consistent and repeated emphasis that the legal right to use violence in the course of their job is an extraordinary privilege and responsibility, that all use of force is an option of last resort.
 5. Use of force policies should provide clear requirements for de-escalation before force is used (except in extraordinary circumstances) and be accompanied by guidance regarding de-escalation techniques. Many model policies contain literal flow charts of an acceptable progression of tactics currently exist (see appendix).
 6. Policies should include clear requirements to consider a person's specific characteristics, such as those mentioned in Policing Project guidelines, when considering whether use of force is justified.
 7. OPD policy should extend the prohibition of use of deadly force to prevent damage or loss of property to all uses of force beyond restraint. The use of deadly force should only be justified when life is in danger.
 8. The use of force is currently allowed as needed to obtain compliance. This board recommend the Common Council explore use of force and non-compliance. This board feels non-compliance, alone, should not be a sufficient basis for the use of force.
- G. This board recommends the council work with OPD in examining and further defining the purpose and priorities for OPD's Strategic Response Team.
 - H. This board recommends the council encourage OPD to develop policies and procedures that go above and beyond policing best practices. Many members of the board laud the fact that OPD is accredited New York State Accredited Police Agency, and recognize the significant and ongoing work that goes into being an accredited agency. OPD's policies, to the best knowledge of this board, remain in line with the standards set by NYSAPA. To further strengthen OPD's standing, it must further align use of force procedures with community standards, as indicated in Recommendation "F" in this subsection.
 - I. Recognizing the importance of our officers also being members of our community, this board recommends that the Common Council explore offering additional assistance and incentives to officers looking to live within the City, as well as continuing to offer PSLF student loan forgiveness program opportunities, and the ability to work towards college credits while on the job.
 - J. This board recommends the Common Council directs OPD to explore avenues to provide public service initiatives to populations in need, when needed, including strengthening partnerships with community and social service providers.
 - K. This board recommends that the Common Council advocate for greater mental health resources, working with groups such as Otsego County Mental Health, to make resources available for officers' access on demand. If resources are unavailable, OPD

and the City should consider advocating for county, state, and federal aid for individuals suffering from mental health crises, including substance abuse.

III: Race relations.

Overview

The legacy of racism, slavery, and inequality of the United States stretches back hundreds of years. No community in the country is untouched by history and the City of Oneonta is no exception. Even as our City strives to be a more inclusive place, persons of color still experience arrest rates at a rate of between two and four times that of white persons. Historically, Oneonta has seen far too many instances of racial bias and abuse at the hands of different local police agencies. Therefore, the board concludes it is in the best interest of the community if OPD organizationally prioritized race and equity issues. These recommendations are not intended to chastise OPD, rather, to ensure that tragic events that are all too common around the country are prevented to the best of all of our abilities.

The City of Oneonta has a majority racially white population, and our police force is predominantly white. Per the 2020 Census, our population has grown in a positive direction and now boasts a 14% minority population. Our police force does not reflect those numbers in regards to its racial diversity. Some reforms that our police force should consider to reflect our current racially diverse population include making the cognizant effort to reach out to specific various populations such as geographical areas that have more people of color taking the exams and hosting recruitment fairs.

Recommendations

With these general concepts in mind, this board proposes the following recommendations.

- A. This board recommends the Common Council establish a review process, perhaps through a future oversight board, to examine the reason behind the disproportionately high levels of arrest of Persons of Color and implement procedures, with council and community input, to remedy any identified or contributory issues.
- B. This board recommends the Common Council encourage OPD to further develop ties with the Oneonta chapter of the NAACP.
- C. This board recommends the Common Council instruct OPD, in conjunction with any necessary City staff members or departments, to explore financial bonuses for multilingual officers, while also developing relationships with minority police organizations for the mentorship of candidates (i.e. National Latino POA, National Black POA, National Asian POA, IAWP).

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- D. This board recommends the Common Council advocate at the state level to remove obstacles to employment that limit opportunities for disadvantaged demographic, such as the antiquated civil service examination and appointment process.
 - E. This board recommends the Common Council develop a policy on recruitment of officers, to any extent permitted by current law, that best reflects the diversity in the City of Oneonta, whether that is recruiting from the city itself, or from areas with similar demographics.

IV: Civilian oversight and community involvement.

Overview

The voices represented in this report come from many different perspectives in the City. One thing that all involved agree upon is the need for a continuation of civilian oversight and/or advisement. However, due to varying perspectives on what this board would look like, as well as a need for further discussion among concerned groups, this board will not recommend a specific model at this time. The four models this board came up with are listed in detail in Appendix 2.

Recommendations

- A. This board strongly recommends that the Common Council consider the creation of a standing oversight and advisory board.
- B. While this board acknowledges that the Police Chief hiring process is largely controlled by the previously mentioned antiquated civil service process, this board recommends the Common Council advocate at state level for amending or eliminating the examination requirement for any future Police Chiefs. Given the nature of this important public safety position, to the extent permitted by current law, the selection of a Police Chief should include input and participation by community stakeholders with full representation of the broader community.
- C. This board recommends that OPD work to strengthen ties with the many organizations in Oneonta who work on behalf of historically marginalized groups. These groups include, but are not limited to, the Oneonta Commission of Community Relations and Human Rights, the Oneonta Pride Alliance, NAACP, and others. Earning trust from many organizations is essential and necessary in building a safer community. This process should include regular meetings, town halls, and assistance in drafting policies that aid OPD better and more equitably police the city.
- D. This board recommends the Common Council adopt a policy or procedure to allow for community feedback in the City Administrator's annual performance evaluation of the Police Chief.

V: Drug policy, mental health counseling, and poverty.

Overview

Oneonta must continue to a shift from seeing substance abuse as a criminal behavior to seeing it as a public health and social welfare issue. In one report made available to this board, it was found that nearly a fifth (17%) of all arrests were of individuals with mental health concerns. Policy guidance exists on making this transition.

Many citizens believe that OPD officers are having to go above and beyond their duties, are overworked and don't have the access to supportive resources to aid them in even the basics of their work. To address this concern, there are several areas this board has identified in which some of the burdens can be shifted to other professionals in the community.

Recommendations

- A. This board recommends the City of Oneonta adopt a policy such as the *Blueprint for a Public Health and Safety Approach to Drug Policy*, published by the New York Academy of Medicine and Drug Policy Institute (See Appendix 1 for a link to the full document). The proposed strategy centers around adopting a health and safety approach based on a 4-pillar strategy of prevention, treatment & recovery, harm reduction, and public safety.
- B. This board recommends that the City of Oneonta explore the feasibility, both operationally and financially (including examining creative funding sources) of incorporating personnel to form a mental health and substance abuse first responder unit, who would work in coordination and conjunction with typical Fire/EMS and Police response when necessary.
- C. This board recommends that OPD consider providing additional training to all employees functioning as Civilian Dispatchers to aid in distinguishing between calls concerning people who are in distress and need help and people who represent an imminent threat to public safety.
- D. This board recommends that the City considers implementing, in conjunction with community partners and organizations, a non-coercive diversion program for those with substance abuse problems, such as the LEAD program, which has been and is being implemented in other New York municipalities.
- E. The Common Council should consider creating a City mental health/substance abuse department, potentially in collaboration with neighboring municipalities to pool resources to support this function.

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- F. In conjunction with medical and other subject matter experts, the Common Council should work with OPD to adopt a strategy to treat addiction and mental health issues as social issues as opposed to criminal ones. This board recognizes that necessary resources are not readily available in the City of Oneonta to appropriately address these issues, and asks the Common Council to consider that the responsibility and most of the work related to these issues shift from OPD to other services, when available. If these programs are successful, fewer police resources and services will be needed to maintain a high standard of living.
 - G. Recognizing the unique and significant challenges faced by our officers that impact mental and emotional health, this board recommends the Common Council encourage OPD to commit to offering additional optional mental health services to officers, in addition to the Employee Assistance Program (“EAP”) currently in place.
 - H. This board recommends the Common Council explore strengthening its partnerships the Mobile Crisis Assessment Team (MCAT), UPD, and Friends of Recovery (FORDO) to provide additional support in areas where they are already prepared and ingrained into our local community.

Next Steps

The recommendations of this report require actions by both the City of Oneonta Chief of Police and that of the Oneonta Common Council. By adopting this report, the Common Council of the City of Oneonta commits to the development and ratification of a detailed implementation plan, no later than May 18, 2021, to be based upon the recommendations outlined in the Plan to the extent allowable by existing resources, laws, regulations, and contractual agreements.

Appendix 1

Blueprint for a Public Health and Safety Approach to Drug Policy

- <https://drugpolicy.org/resource/blueprint-public-health-and-safety-approach-drug-policy>

Camden, NJ Use of Force resources

- <https://www.policingproject.org/camden>

Center for Policing Equity

- https://policingequity.org/?gclid=CjwKCAiAm-2BBhANEiwAe7eyFHXiHI5UnlhjeT0csB53i1318uVZjcc57Owax_W5pVJi8rfvF6GpTRoCDMsQAvD_BwE
- <https://policingequity.org/what-we-do/compstat-for-justice>

Fortress Strategic Communications: PR, community outreach & social media

- <https://fortresscomms.com/>

Guardian-style trainings overview from the National Institute of Justice

- <https://www.ojp.gov/pdffiles1/nij/248654.pdf>

Harvard Law article on asset forfeiture

- <https://harvardlawreview.org/2018/06/how-crime-pays-the-unconstitutionality-of-modern-civil-asset-forfeiture-as-a-tool-of-criminal-law-enforcement/>

LEAD Program

- <https://www.leadbureau.org/>

List of Hate Symbols

- <https://www.adl.org/hate-symbols>

Policing Project Use of Force Guidelines

- <https://www.policingproject.org/use-of-force>
- <https://cops.usdoj.gov/collaborativereform#critac>

The International Association of Chiefs of Police (IACP) OPD

- <https://www.theiacp.org/>

Sunlight Foundation: models on city police complaint data open and accessible

- <https://sunlightfoundation.com/2015/04/30/the-benefits-of-data-in-criminal-justice-improving-police-community-relations/>

Office of Community Oriented Policing Services (COPS): Grand funding, training

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

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC): Provides critical and tailored technical assistance resources to state, local, territorial, and tribal law enforcement agencies on a wide variety of topics.

- <https://cops.usdoj.gov/collaborativereform>

The International Association of Chiefs of Police (IACP): General Reform Resource

- <https://www.theiacp.org/>

Appendix 2

In developing this report, the Community Advisory Board developed several different models for a continuation of civilian advisement and oversight. Unfortunately, the board did not have the opportunity to meet with all applicable stakeholders. As a result, the board does not feel comfortable in recommending a specific model until meetings with these stakeholders can take place. Instead, we have developed multiple proposals for consideration:

Proposal 1

This board recommends the Common Council establish a Community Advisory Board to address the concerns of the community in regards to policing. This Board will provide residents of the city to express their thoughts, concerns, and suggestions for OPD. The specifics of this boards power will be developed as the board is formed and the board will be able to establish their priorities.

Proposal 2

This board recommends the Common Council authorize the continuation of the Citizens Advisory Board. This board feels it is crucial to providing transparency and support to the police department and will allow for valuable community input. Below is a recommendation of the basic schematics of its construction and areas in which the board can support our department while offering confidence to the greater community in the department's practice.

- \$9,600 a year total/ \$1,200 per year, per member
- Completely community run
- 8 members, one from each ward, if there is no one running in a ward, the next highest number of votes from another ward may fill that seat, up to 3 guests chairs per meeting
- Community votes members from each ward
- Board will attend council meetings
- 2-year terms- can hold 2 terms-evaluated each year
- No active law enforcement, though it will have a liaison from OPD Duties
- Hears complaints, issues, concerns, and anything filed against OPD independently of OPS influence.
- Surveys the community every two years- Emphasis on longitudinal studies
- Seeks/researches appropriate training
- Attends new hire/recruitment events
- Helps selecting the chief, officers and department hires-Member of this board goes to the department hiring board meetings
- Grant/Proposals writing- Mentioned by OPD
- Accreditation for the police department- Mentioned by OPD

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- Community Advocate/ambassador- Deals with big buddy, outreach, maintains connections with MCAT, LEAF, NAACP, JobCorps, FORDO, colleges, and other local organizations
 - Internal concerns/complaints filed- a safe pathway for anonymous concerns officers may have
 - Retention/retainment advocate- helps with obtaining housing, keeps in touch with officers, also assist with recruit entrance into the Oneonta community prior/after hire
 - Keeps up to date on new reform/laws/procedures/ techniques and keeps officers and citizens informed.

Proposal 3

- This board recommends the Common Council consider establishing a Civilian Equity Board. This board feels the establishment of an ongoing civilian-run equity oversight board to investigate the causes of crime, poverty, racial inequality in access to public services, systemic racism in Oneonta, and bias in policing on an ongoing basis, will provide a necessary service to the city. The first priority of this board shall be expected to produce a hypothesis or set of possible hypotheses as to the causes of this disproportionate arrest rate, and a set of recommendations as to OPD and City policies in a timely manner.
 - On an ongoing basis, this board's mandate should be to analyze existing data, collect data and make recommendations to the city of additional data which needs to be collected, engage in quantitative and qualitative studies of racism and inequality in Oneonta, and publish data, reports, broad strategy, and specific policy and City service recommendations. We must seek to completely understand how poverty, racism, and inequality function in Oneonta and seek community input as to whether our analyses resonate with people's lived experiences. This board will not merely be a civilian oversight committee for the police department or be limited to analyzing police and criminal data, but will rather have a holistic focus on how to address inequality and community issues/concerns in the City of Oneonta through a variety of services, initiatives, and reforms. An apt example may be the comprehensive review of government services performed in Sweden that ultimately found and addressed hidden gender bias in areas as mundane as snow removal, as discussed in Caroline Criado Perez's book *Invisible Women*.
 - The City of Oneonta should draft and adopt legal requirements that all hiring decisions, significant investment decisions, and major policy decisions explicitly reference and support these studies and strategies.
 - In order to be successful, this oversight board will require significant access to OPD officers, records and data from OPD, as well as other departments. The City of Oneonta should adopt legal requirements of cooperation with this committee.

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- The Equity Board will also be responsible for writing and publishing quarterly reports for at least two years that document measures taken by the City and OPD to adopt and put into practice the recommendations in this document. If gaps in implementation are identified, the Equity Board shall present reports on these gaps to the Common Council.
 - This board must also have the ability to investigate instances of misconduct and make concluding Recommendations “be structured to include investigative powers, including subpoena power. Subpoena power allows a CRB to compel witnesses to testify and produce documents in the course of investigations – an important tool to combat police obstruction of CRB investigations into public complaints, police misconduct, or other policing issues.”
 - Also critical for CRB effectiveness is transparency. CRBs must be able to share information about police behavior with the public. The current contract between the City of Oneonta and OPD may prevent this. In that event, the Common Council and the OPD would need to come to an agreement.

Proposal 4

This board recommends the Common Council create a committee to include human resources professionals, representatives of underrepresented communities, relevant non-governmental organizations, the colleges, and the Department of Labor to identify ways in which the city can be more successful to hiring and retaining a diversity of officers. This board will also develop a framework on interdepartmental cooperation and alignment of services to best serve the community with members of the above-mentioned organizations.