Planning the Road Ahead

2013 Proposed Operating and Capital Budget

Gerald D. Jennings, Mayor
Steven Krokoff, Chief of Police
Bridget Pardo, Chief Fiscal Officer
The 2013 Albany Police Department Prospectus was made possible through the vision of Chief Steven Krokoff and diligent efforts of Department members, particularly those composing the Prospectus Committee, who were dedicated to creating a polished product that accurately represented the past, present, and future of our organization.

He who fails to plan is planning to fail. – Winston Churchill

ON THE COVER (Left to Right): NEU Officers Matthew Foley and Milton Johnson on bike patrol; The Department marching in the annual Police Memorial, up Washington Avenue; and Chief Krokoff speaks with citizens on Lark Street.

Created by Sergeant Josiah B. Jones, Esq.
Designed by Aymen Assuwiyan, M.A.
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Excellence
Assiduity, Dedication, Pride, Leadership
Persistent application of education, training and leadership development to challenge ourselves and our community to reach and exceed our potential. Maintain resistance to complacency. With a commitment to empower each individual to excel and lead, demanding high personal and professional ethics in pursuit of our mission.

Honor through Integrity
Responsibility, Accountability, Honesty, Character, Reliability
Respect yourself and those around you while being accountable for your actions. Stay true to the principles that drive you. Take responsibility for making the fair and honest choice, and for doing what is right. Consistently demonstrate high moral character, and be a leader of ethical aptitude.

Courage
Valor, fortitude, Sacrifice, Bravery
Standing firm in the face of danger to protect those who cannot protect themselves. Confront all threats to the safety and security of our community with intelligence and vigor. Beliefs and actions that are guided by a moral compass to do what is right, regardless of fear or adversity.

Respect
Empathy, Fairness, Selfless Objectivity, Professionalism
Executing our duties with compassion, courtesy, and measured response. Strive to embrace diversity and ignore bias. Hold our profession, our department, and the community we serve before ourselves.

Teamwork
Equality, Clear Communication, Consistency, Trust
Dedicated to working cooperatively within our organization, profession, and the community we serve. Accept our individual and team responsibilities while holding each other accountable. Encourage and support each other and work toward accomplishing our vision and mission.
The Albany Police Department has made tremendous strides in completing our strategic plan in 2012. Building on almost two years of community and department input, our strategic planning committee has created a meaningful mission statement and core values to guide us towards our vision. This has been no simple task, and success will be predicated upon commitment from all levels of the Department and from the community we serve. Community policing is truly a cooperative effort and has the potential to positively impact all involved.

For years, law enforcement has measured its success by the reduction in index crimes: murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft. While the Police Department and its partners have continued to enjoy double-digit reductions, this measure ignores many of the factors that contribute to the fear of crime. Issues such as graffiti and other acts of vandalism, loud music, traffic safety, and “lack of order” conditions play negatively on the collective psyche of our community. As an aggregate, these issues must be considered as an integral outcome on which to measure success. The goals of this department will be aligned with this vision.

As the leader of this organization, it is incumbent upon me to inspire the necessary commitment to achieve our vision from the city leaders, community members, and the men and women of the Albany Police Department. It is with these stakeholders in mind that I am proud to present this budget proposal. The pages that follow provide a brief account of your return on investment. On behalf of the men and women of the Albany Police Department, I would like to thank the Mayor, the Council, and the citizens of this great City for the continued trust, support and commitment they demonstrate by providing the resources necessary to achieve the vision of making Albany the safest city in America.
Each year we, as a department, challenge ourselves to develop a solid budget that will allow us to offer high quality services while maintaining an economically efficient environment. Through the efforts of the Strategic Planning Committee, we have identified the need to train supervisors in all fiscal areas so they may assist with the budget process by pinpointing areas to reduce expenses and offering ideas to generate revenue. The development of the APD’s Strategic Plan will identify opportunities to streamline services and reduce costs.

The Personnel changes included in the 2013 budget are the addition of a commander position and the reclassification of the Coordinator of Traffic Engineering position to Chief Supervisor. Many of the operating expense lines were maintained at their current levels while others were reduced due to anticipated savings in a variety of areas.

We are continuing our plan of consolidating copiers and printers into multi-functioning machines with capabilities to scan. These machines have reduced paper and copy costs. We are exploring potential solutions for reducing energy costs by using LED lighting at police facilities, and lowering supply costs through the installation of high efficiency hand dryers. We continue to build relationships and to host training at our facilities in exchange for reciprocal cost-free training of APD personnel.

In conjunction with other City departments, we are making efforts to solicit quotes for combined services to reduce overall costs to the City. In the near future, we will be endeavoring to “piggyback” contracts in an effort to procure high quality products at competitive prices.

At the end of 2011, we introduced the option for citizens to retrieve accident reports online. This service has proven to be a dual success by both enhancing citizen convenience, and generating revenue for the City. In 2012 and 2013, we will continue to search for similar services that promote efficiency and cultivate revenue.

The services our department provides will not be adversely impacted by the 2013 budget. We do not anticipate any challenges or problems in the year ahead. The development of the Strategic Plan will strengthen our ability to protect those we serve by unifying organizational efforts, aligning resources, and preventing overlapping efforts.
APD Organizational Chart
## Contact the Department

**APD Public**
Website: http://albany.ny.gov/Government/Departments/Police.aspx  
E-mail: police@albany-ny.org  
Emergency Phone Number: 911  
Non-Emergency Phone Number: (518) 438-4000  
Texting Tip Line: TIP411

**Chief Steven Krokoff**
165 Henry Johnson Boulevard  
Albany, NY 12210  
518-462-8013  
officeofthechief@albany-ny.org

**Administrative Services Bureau**
165 Henry Johnson Boulevard  
Albany, NY 12210  
(518) 462-8019

**Public Information Officer**
**Steve Smith**
165 Henry Johnson Boulevard  
Albany, NY 12210  
518-462-8756  
ssmith@albany-ny.org

**APD South Station**
126 Arch Street  
Albany, NY 12202  
(518) 462-8049  
(518) 462-8051 – Central Booking

**APD Center Station**
536 Western Avenue  
Albany, NY 12203  
(518) 458-5660

**Traffic Safety Division**
165 Henry Johnson Boulevard  
Albany, NY 12210  
(518) 462-6593

**Criminal Investigations Unit**
126 Arch Street  
Albany, NY 12202  
(518) 462-8039

**Training Unit**
Sgt. Dermot Whelan  
223 Washington Avenue Extension  
Albany, NY 12205  
(518) 458-9151  
dwhelan@albany-ny.org

**Fiscal Operations**
165 Henry Johnson Boulevard  
Albany, NY 12210  
(518) 462-8021  
bpardo@albany-ny.org

**Communications Division**
170 Henry Johnson Boulevard  
Albany, NY 12210  
(518) 462-8688  
kwilcox@albany-ny.org

**Office of Professional Standards**
165 Henry Johnson Boulevard  
Albany, NY 12210  
(518) 462-8017

**Police Athletic League**
(518) 435-0392

**Computer Technology Unit**
(518) 462-8846

**Information Coordination Unit**
(518) 462-8847

**Animal Control**
(518) 462-7107
The Albany Police Department (hereinafter, APD) is steeped in rich tradition. Dutch Settlers traveled up the Hudson River in 1609 and established Fort Orange, which eventually grew into the City of Albany. When Governor Thomas Dongan granted the charter recognizing Albany as a city in 1686, the enforcement of the laws and preservation of order was still the responsibility of the constables. However, by 1851 a regular and systematic police department was established. Today, the APD stands over 530 strong, consisting of both sworn and non-sworn personnel, each of whom play an important role in promoting safety and quality of life in Albany. The Department considers its employees its most valuable resource, essential to providing citizens with vital services. To that end, the APD strives to maintain the highest quality personnel to most effectively serve its populace.

The main functions of the APD are patrol and investigations. Members of the Patrol Division are first responders tasked with handling and mastering a multitude of calls for service including crimes in progress, domestic disturbances, medical issues, juvenile incidents, active fires, and traffic control needs to name a few. Today's APD utilizes a wide array of modern policing tactics and technological advancements to achieve its mission. Officers are limited only by their ambition and ingenuity regarding the methods they employ to promote community policing, problem solving, crime prevention, and dispute resolution. Members of the Detective Division investigate reports of criminal conduct, respond to active crime scenes, collect and process evidence, analyze and disseminate crime data, identify crime trends and patterns, assist in the prosecution of criminals, vigorously advocate for victims, and work hand-in-hand with families and the juvenile justice system to reduce juvenile crime and delinquency.

In addition to these primary functions performed by patrol and investigations, APD administrative support units also play a crucial role. They are responsible for the creation of policy, presenting high quality and relevant training for all
employees, dispatching calls for service, the entry and maintenance of departmental records, the dissemination of records to the public, building and equipment maintenance, the processing and temporary lodging of prisoners, fleet acquisition and maintenance, updating and maintaining the computer technology utilized by the Department, purchasing, payroll, and the efficient use of resources. Furthermore, the Office of Professional Standards ensures the APD is represented by the best possible personnel through rigid hiring standards which vet out all but the most competent and qualified applicants. They continue to ensure the highest level of employee performance by fielding citizen feedback and complaints, investigating and addressing any potential internal conduct issues, and working to correct any discrepancies or deficiencies in the areas of training and policy.

Lastly, the Special Operations Division provides a skilled support contingent to the Patrol Division, and handles the planning and response for the many special events which occur daily within the City of Albany, ranging from large scale music festivals to runs for charity. Special Operations units include K-9 patrols, mounted officers, traffic safety specialists, honor guard, animal control officers, school crossing officers, parking safety officers, and the traffic engineering staff.
The City of Albany rests at the intersection of major north-south and east-west routes connecting the New York Metropolitan area to Montreal, Canada and Boston to Buffalo. It has been the State Capital of New York since 1797, is the county seat for Albany County, and the second oldest chartered city in the United States. Albany is full of rich history and distinguished architecture, but its most prized assets are the people that comprise its ethnically and economically diverse communities and neighborhoods. Although the 2010 census reflects a rising population (currently topping 97,850 people) the daytime influx of commuters (predominantly employed by New York State, Albany County, downtown legal and financial firms, schools, and local hospitals) causes this number to swell by greater than 70% of the residential population. Albany is home to several major colleges, universities and professional schools (including SUNY, Russell Sage, Saint Rose, Albany Medical College, and Albany College of Pharmacy and Health Services, among others) all of which introduce a large population of students and young professionals to our city. The growth of Albany Nano Tech, vibrant entertainment districts, hotels, restaurants, and cultural arts centers make Albany an intricate and exciting place to live. However, these demographic considerations, along with a number of other relevant factors, make policing in Albany a unique challenge requiring dynamic efforts from motivated individuals. Members of the APD consider it not only their duty, but their honor to have the responsibility of keeping this populace safe and secure, and confident in the abilities of the law enforcement officers who serve them every day.
Represented below are maps of the APD Patrol Zones (Top) and NEU Neighborhood Beats (Bottom).
Planning for the Future

The current financial climate continues to make providing the highest quality services within budgetary constraints a formidable enterprise. Aware of this fact, yet determined to succeed in any environment, the APD ambitiously rose to the occasion with the implementation of Strategic Planning. A corporate model that found its way into every sector (public and private), Strategic Planning facilitates more than just fiscal prudence and organizational efficiency – it’s a tried-and-true game plan that solidifies organizational identity, aligning all aspects of an operation through consistency and continuity.

Planning to Plan

In pursuit of this goal, a Strategic Planning Committee SPC (comprised of a Strategic Level, Tactical Level, and an Operational Level) was formed in 2011, and a new Lieutenant’s position was created to spearhead this project. The first step was to establish a clear and coherent Organizational Philosophy comprised of three elements: a Vision Statement (charting the future), a Mission Statement (describing purpose), and Core Values (identifying intrinsic ethics and standards).

After deep contemplation, community consultation, and reflection, the Strategic Level established a Vision Statement to set the stage for this endeavor, and the future of the APD:

*The Albany Police Department will strive to eliminate crime and the fear of crime by inspiring and empowering our community to work together to improve our quality of life and make Albany the safest community in America.*

Guided by the beacon of this Vision Statement, the Operational and Tactical Levels spent several weeks composing a Mission Statement that is unique, authentic, and inspirational.
Mission Statement

We are dedicated to protecting the community we serve by proactively improving quality of life;

We will inspire confidence through a collaborative approach to problem solving and the enforcement of laws;

We are committed to this mission and the direction it guides us.
Planning for the Future

The Core Values (featured on page 3) were then established through a mass collaborative effort, enlisting input from the entire department. On a progressively elaborate scale, these Values build the foundation on which all APD personnel perform work and conduct themselves.

**Progressive Planning**

With the Organizational Philosophy in place, it became time to conduct an Internal and External Evaluation of the APD. For the Internal Evaluation (which sought to measure organizational strengths and weaknesses) the SPC conducted a thorough analysis of each Functional Area within the Department – eliciting over 480 surveys, and conducting numerous in-depth employee interviews. The External Evaluation relied heavily upon the Albany Community Policing Advisory Committee (ACPAC), and other pre-existing partners and stakeholders within the community, to honestly and accurately identify organizational threats and opportunities.

With these evaluations now complete, the Strategic Level works to convert the results into overreaching Goals for the entire organization. Before the end of 2012, those Goals will be translated into Objectives, and ultimately, specific Action Plans engineered to effect real and positive change in the Department. Aligning strategic objectives with human and financial resources emboldens a workforce with clear guidance and ready access to the tools necessary to meet and exceed expectations. Since there is no finite beginning or end in the Strategic Planning Process, it constantly cycles, producing more meaningful results as an organization evolves and becomes proficient at addressing and dissecting complex obstacles. Mechanisms and metrics for regular review and revision of this process ensure it stays true to course.
Every police department nationwide begins with patrol. The APD’s Patrol Unit (hereinafter, Patrol) is housed primarily within two stations: the Center Station, located at 536 Western Avenue and the South Station, located at 126 Arch Street. Each station has three squads (A, B, and C), comprised of patrolmen, sergeants, and a lieutenant – providing 24 hour coverage, 365 days a year.

Patrol’s primary functions are the enforcement of state and local laws, responding to calls for service, and continuing to build and maintain positive relationships within the community. Officers assigned to Patrol are the first responders on every call for service, the frontline investigators responsible for recognizing criminal indicators, and the eyes and ears of the APD tasked with identifying problems before they become unmanageable. Most importantly, Patrol officers have more contact with citizens than any other members of the Department. They consequently become visual ambassadors for the APD and often, the only police many citizens ever encounter on a personal level. It is therefore incumbent upon members of Patrol to not only be professional, knowledgeable, and respectful, but thoughtful and innovative when problem solving through the application of community policing strategies.

One method which has demonstrated a significant measure of success in Albany since the recent resurrection of community policing is **Team Policing**: a concept which demands continuity of assignments within patrol by dedicating members to fixed geographical areas, and pairing them with the respectively assigned members of the Neighborhood Engagement Unit (NEU). Allowing officers to become intimately familiar with a designated area further enables them to identify deeper issues and foster meaningful partnerships, with business and residential stakeholders, through trust and communication. Addressing minor underlying issues ultimately leads to resolving larger ones. Team policing not only encourages officer buy-in, but fosters responsibility and ownership amongst community members as well.

Strategies employed by Patrol to reduce crime are balanced between **Enforcement** and **Prevention**. As a modern law enforcement agency, the APD seeks to execute these strategies through cooperative precision rather than blunt methodologies. To this end, raw data generated by Patrol is circulated through the Information Coordination Unit, which then organizes that information and redistributes it to the appropriate units in an analytical format, identifying and predicting crime trends. Patrol then employs those trend indicators to formulate educated solutions.

Enforcement is furthered through a number of tactics including focused enforcement of specified laws and ordinances targeting quality of life issues, and collaborative efforts with outside entities (both law enforcement and non-law enforcement) to collectively achieve common goals within identified patrol zones.
Backbone of the APD

Prevention is furthered through high visibility mobile and foot patrols, disseminating relevant information to citizens in affected areas through face-to-face encounters, scheduled checks of unoccupied houses while residents are away for extended periods, and regular referrals (to external departments and agencies) to address and mitigate contributing environmental factors.

All measures of enforcement and prevention are ultimately designed to reduce crime and promote safety. Today’s Patrol has a multitude of tactics and technologies at hand to achieve those goals. However, the dedication, vigilance and assiduity contributed by its human resources are the driving forces ensuring success.

Healing Wounded Communities

In 2010 and 2011, the NEU was at the forefront of the Department’s re-emersion into community policing. In 2012 the NEU continues this course, heading up APD’s Team Policing Strategy by facilitating connections between the Community, Patrol, and the rest of the Department. NEU beat officers are team leaders in this venture, ensuring information is shared freely and accurately — identifying neighborhood problems, then working collaboratively to design and adopt uniform solutions. POP (Problem Oriented Policing) initiatives and the SARA (Scanning, Analysis, Response, and Assessment) methodology are vital tools, enabling NEU officers to determine the amount of resources and attention necessary to address both traditional and non-traditional policing issues in the most effective and efficient manner possible. Utilizing the right tool for the right job is at the heart of Strategic Planning.
Healing Wounded Communities

The APD remains focused on winning over the next generation by establishing deeper, more meaningful connections with Albany’s youth. NEU officers increased participation at YMCA and PAL (Police Athletic League) events, and are now a staple in local schools. School Resource officers are ever-present, connecting with students and assisting administrators in day-to-day affairs. Neighborhood officers and other members of the Department join this effort by adopting roles as teachers and representatives of such well-established curriculums as GREAT (Gang Resistance Education and Training), Project LEADership, and Junior Achievement.

Together with community stakeholders, the NEU will continue to move forward, building upon previous gains, erecting new and stronger bridges between the Department and the Community, and fortifying those already in place. Complacency is the most dangerous threat to community policing. Therefore, members of the NEU are constantly searching for innovative solutions to bolster and advance their mission while keeping their hands firmly on the pulse of the Community. Likewise, APD Command will work with the Strategic Planning Committee to ensure community policing philosophies are woven into every inch of the Department’s fabric.

On Saturday July 28, 2012, members of the Neighborhood Engagement Unit teamed with local businesses and community leaders to put on the 2nd Annual West Hill Bicycle Rodeo in Swinburne Park. Hundreds of people attended this wonderful event where over 150 bike helmets and 50 bicycles were given away to local children. Some lucky winners even got tickets to the New York Yankees and the Great Escape.
Under the command of the Administrative Services Bureau, the Computer and Technology Unit (CTU) serves the computing and technical needs of the APD by maintaining, and expanding upon what has quickly become a vast and intricate informational network. This technology is already used and relied upon by the Albany Fire Department and several neighboring agencies. However, in the pursuit to remain at the forefront of modern policing and capitalize on emerging resources, the APD has forged a strategic partnership with several neighboring law enforcement agencies in the tri-county area to establish a regional Computer Aided Dispatch (CAD) and Records Management System (RMS). This project, funded by the COPS Tech grant, will not only allow for seamless information sharing across county lines, but divide the operational costs between several agencies.

As ambitious as this endeavor may be, the APD's information technology does not nearly end with advanced dispatching and records keeping methods. Electronic photograph and fingerprint technology provides officers with instantaneous identification verification through the Division of Criminal Justice Services (DCJS). Pan/Tilt/Zoom (P/T/Z) Cameras with Digital Video Recorders (DVR’s), mounted inside patrol vehicles and at Albany intersections enhance investigative efforts and assist in providing transparency to the Community. License Plate Readers (LPR’s) endow officers with the power and memory of a high-speed computer by instantly recognizing and alerting them to plates associated with stolen vehicles, missing persons, and potentially dangerous individuals. Crime analysis information, originating from a multitude of local, state and federal databases, is accessible at the push of a button from laptop computers called Mobile Data Terminals (MDT’s), mounted inside most patrol vehicles. TRACS and E-Reporting allow officers to generate citations and reports without ever leaving their zones, and then transmit them wirelessly to centralized databanks. However, collecting data is just one side of the equation. The next step is organizing and disseminating it.

The Information Coordination Unit (ICU) is one of the newest additions to the APD yet, it’s dramatically altered the way the Department does business. Some of the most salient benefits of employing cutting-edge technology are evidenced by the intelligent policing and rapid information sharing which has become standard practice in the APD. Along with these advancements comes a better ability to understand, analyze, and ultimately prevent crime.
Welcome to the Future

The ICU is housed within the Albany Crime Analysis Center (ACAC), and staffed with both sworn and non-sworn personnel tasked with the rapid organization and dissemination of accurate crime data to complement the crime-fighting strategies of the Department and surrounding police agencies. Overseeing this venture are Sergeant Vincent Foley, Director John Riegert (DCJS), and Crime Analyst Supervisor Matthew Zacharewicz. Civilian crime analysts and sworn personnel from key partner agencies (such as the New York State Division of Criminal Justice Services, Albany County Probation, the Albany County Sheriff’s Office and New York State Police) are also important members of this team. The NYS Division of Criminal Justice Services supports many Albany Police processes including, but not limited to, data connectivity between multiple agencies. Analysts utilize various analytical tools, software, mapping programs and other resources to link crimes, suspects, locations, and any additional relevant data, in order to provide the APD and other local police departments with vital and accurate information in a timely manner.

An important component of the APD’s Strategic Plan, and integral tool to the ICU and ACAC, is Interactive Crime Mapping. This technological resource is used by crime analysts and unit commanders alike to visualize and identify patterns and “hot spots,” thereby enabling leaders to allocate appropriate manpower and resources to address issues in the areas of the City most in need, at the moment they are needed most. Formulating strategies and forecasting trends based upon this intelligence maximizes not only the effectiveness, but the efficiency of the APD, resulting in the most positive impact possible on the Community without causing unnecessary interference with daily routines.

This mapping technology is not under the exclusive control of the APD – it has been made available to the public under the “Command Staff” heading on the APD website: http://www.albanyny.gov/Government/Departments/POLICE/cmapping.aspx. Citizens not only have free access to updated information about reported incidents in each neighborhood, but to annual crime statistics, and an opportunity to anonymously provide information about their neighborhood as well. These maps are refreshed each Wednesday but, users will also have access to maps from the three preceding weeks.
The crimes in 2011 and year-to-date crimes 2012 are shown at the right. These are updated on a weekly basis.

Below is a summary of Part I Crimes over a five-year period, between 2007 and 2012 (year to date). The offenses are broken down by type, with each crime.
## Crime Statistics

### Yearly View of Official DCJS UCR Data

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### Percent Change

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As previously noted, the primary components of the APD are Patrol and Investigations. If an issue is not resolved by the first responding officers, it will likely be assigned to a detective. The Detective Division is comprised of several units, the largest of which is the Criminal Investigation Unit (CIU). The CIU is responsible for investigating a wide variety of criminal matters in the City including, but not limited to, homicide, robbery, rape, assault, burglary, larceny, fraud, and identity theft. Most commonly, the investigative process is initiated by a Standard Incident Report. All reported crimes are reviewed daily by the ICU supervisor to attempt to identify leads which are promising, time-sensitive, and/or part of a current crime pattern or trend in Albany. When one or more of these conditions is met, the report will be forwarded to the CIU supervisor for immediate assignment to a case detective. More routine criminal matters are filtered through the Case Collation, Coordination, and Information Unit (CCCIU) which maintains, organizes and updates copious investigative files, recommending cases for assignment based upon solvability factors, and preserving current and accurate records of active and past investigations.

Regardless of the solvability factors involved or seriousness of a crime, every victim that reports a crime will receive a follow-up call from a CIU detective. In an effort to enhance victim satisfaction, the CIU has worked diligently in recent years to improve the timeliness of these follow-ups, and offer face-to-face encounters when the victim wishes. A specific email account was recently established to connect victims directly with the CCCIU to facilitate correspondence and allow them to resolve various inquiries regarding their case.

In addition to investigating reported crimes, the CIU is tasked with responding to, and investigating critical incidents and major crimes in Albany. Whenever a critical incident or major crime occurs, the entire Detective Division will employ a predetermined operational plan to strategically bring about the safest and most successful resolution possible. This plan has proven very effective in several recent major investigations and critical incidents, and is consistent with the Department’s transition to Strategic Planning on both a micro and macro level.

**FUTURE OF THE CIU**

The CIU is in the process of building a searchable website for all active warrants. This site will be accessible via a link on the APD public website (http://albany.ny.gov/Government/Departments/Police.aspx). The ultimate goal of this project is to reduce the time detectives and officers spend executing minor warrants by instead allowing individuals to turn themselves in to court once they’re apprised of their warrant. Furthermore, the CIU is currently transitioning in a new electronic case management system, through the current Records Management System (RMS), that will greatly reduce the amount of paper used, consolidate storage requirements, and provide greater command visibility over current and past investigations.
An unfortunate phenomenon in society today is the apparent increase of juvenile crime and delinquency, and the disintegration of family cohesion. In an effort to mitigate this trend, the Children and Family Services Unit (CFSU) works diligently to keep Albany’s youth and families on the path toward positive growth, and away from harm and destruction. In furtherance of these objectives, the CFSU is currently involved in several projects:

**The Front-End Juvenile Justice Reform Initiative**
The Albany Police Department has been awarded a grant by NYS DCJS to pilot a program to match the Juvenile Justice System’s response to risk posed by youth arrested in the City of Albany, prior to court petition. In response to this, the APD has implemented a Juvenile Justice Mobile Response Team (JJMRT) that will provide a formal risk and needs assessment screening at arrest for all youth. Uniform, objective, evidence-based screening instruments will be employed (as close in time as possible to the arrest incident) to determine the nature of response. The Center for Human Services Research (located within the SUNY School of Social Welfare) has joined APD as a strategic partner in this grant project to assist in evaluating its goals and objectives, as well as the overall success of this endeavor.

**Domestic Violence**
The recently hired Victim’s Advocate staff member maintains a hard copy, and an electronic database, of all orders of protection. To maximize enforcement of these court mandates, the electronic database is available to all patrol officers through MDT’s, while away from their station.

**Sex Offender Management**
The APD was the driving force behind the development of the "Offender Watch" sex offender management software implemented throughout Albany County. Offender Watch provides both internal offender management tools for officials, and a portion available to the public which serves as a community notification tool.

Often partnering with other law enforcement agencies, the APD uses community events like bike rallies, festivals, and block parties as venues to promote public safety through awareness of social issues. Operation SAFE CHILD provides parents and guardians with three tools to promote child safety: obtaining a SAFE CHILD card, knowing your child’s friends by learning about internet safety, and knowing your neighborhood by using the NYS Sex Offender Registry.
The Science of Modern Forensics

To keep pace with, and capitalize upon the advancements of modern science, the APD is equipped with a state-of-the-art Forensic Identification Unit (FIU) that has led the way in the Capital Region for collecting forensic evidence (especially DNA related) for laboratory analysis. Not only does the FIU collect DNA evidence in major criminal cases, but also in incidents involving residential and commercial burglaries, larcenies from vehicles, and domestic violence. In an attempt to bring closure and justice to victims and their families, the FIU has increased its efforts in reviewing cold cases for possibilities of DNA submissions that were not feasible at the time the crime occurred. In response to the pervasiveness of video surveillance in modern society, the FIU recently acquired the ability to perform a degree of Forensic Video Collection and in-house clarification that have each proven extremely beneficial in a number of major criminal case prosecutions. To increase the efficiency and viability of these collection efforts, a contingent of patrol officers was selected in 2012 to form the Video Recovery Team.

In conjunction with the Traffic Safety Accident Reconstruction Unit, the FIU has begun to utilize a Total Station device for capturing measurement information at both accident and crime scenes. The Total Station Team responds to any accident scene where a serious physical injury, death or a large amount of property damage has occurred. At the discretion of the FIU supervisor, the Team also responds to requests to document crime scenes. Measurements of a scene are captured by team members and imported into a computer program whereby a depiction of the scene is made into a three-dimensional movie for presentation.

Gangs, Drugs, and Guns

As the needs of the City change, so do the priorities of the APD. In 2000, after some analysis, a need was identified within the Community to change the philosophical approach to drug, and drug-related crime. As a result, the Community Response Unit (CRU) was formed with the intention of identifying, arresting, and prosecuting the most violent criminals with a gang, firearm, drug, or vice related nexus in the City of Albany. Replacing the Special Investigations Unit, the CRU adopted an evolved philosophy, more receptive to the “organized cry of the community” through neighborhood contacts, various intelligence repositories (including phone and text tip lines, email, and social media), and information developed by other internal units, as well as surrounding agencies and organizations. Regardless of its source, intelligence is collected, analyzed, and disseminated, culminating in the execution of operations by CRU personnel. Cutting edge technology and tried and true “old fashioned” police tactics are employed during the execution phase of these operations, while simultaneously monitoring relevant data that is constantly updated by the ICU. Operations can be quick and decisive, or long term and more comprehensive depending upon the Community needs and particulars of the case at hand.

Recent, successful long term investigations conducted by the CRU include multi-jurisdictional, multi-agency cases like Operation “Blood Trail” which resulted in the arrest and prosecution of 41 Blood Street Gang members and associates for various drug trafficking and weapons related offenses, and Operation “Pipe Line” which resulted in the arrest and prosecution of 38 individuals for various drug trafficking and weapons related charges. Both cases expanded into neighboring communities and led to large scale sources of narcotics in New York City. These cases were conducted in conjunction with other law enforcement partners including, the NYS AG OCTF, NYSP, ACSO, and NYS Parole. Intel that is not necessarily actionable by CRU, but still deemed valuable, is disseminated through various outlets to the officers on the street.
As Department leadership completes the initial External Evaluation, identifying community needs, the APD parallels its strategic planning efforts with action plans designed to fill recognized voids. By leveraging available technology and manpower, the CRU will continue to build upon past gains and successes. The Unit now operates within a vast framework of systems designed to identify, locate, and apprehend violent offenders engaged in narcotics trafficking and associated gun violence. However, since little or no crime occurs in a vacuum, these tactics are not designed to replace community policing efforts but, to work in concert with them. By collaborating with a larger pool of trained officers (to follow-up on, and substantiate community complaints) the CRU is able to quickly identify, locate, and disrupt organized narco/gang activity, established drug markets, and violent offenders who ply their trade within those markets. The benefits of this data-driven, measured response ultimately trickle down to the original complainants by making their community a safer place to live in. The drug tip hotline is (518) 462-8035.

In the Spotlight

In late 2011, a resident of the Mansion Area of the City became troubled by the effects an apparent drug house was having on the neighborhood. Quality of life had declined due to hundreds of strangers going in and out to buy drugs each day, the front steps were littered with paraphernalia, and the safety of other residents inside the building had been compromised by a barricaded door and dangerous guard dog. Threatened and frustrated, the tipster emailed Chief Krokoff to find a solution. The information the resident provided was quickly filtered down through both the investigative and community arms of the Department. Personnel from the Community Response Unit and Neighborhood Engagement Unit worked collaboratively to confirm the original suspicions, identify the subject (through databases maintained and updated by the Information Coordination Unit), and develop additional intelligence. Sufficient probable cause was established and a search warrant was acquired and executed, revealing a large quantity of drugs inside. The dog was safely removed with the assistance of the Animal Control Officer. The suspect was arrested and later determined to be staying there unlawfully. Through a team effort with the Department of General Services, the Division of Building and Regulatory Compliance, and the Albany County District Attorney’s Office the building was secured, the defendant evicted, convicted, and barred from ever returning, and the landlord put on legal notice to adopt more responsible renting practices. Although the circumstances of this case alone are not particularly exceptional, they provide and excellent backdrop to illustrate the benefits of information sharing, community policing, and strategic planning. A citizen’s voice was heard and the concerns were treated seriously and afforded the appropriate resources to address the issue. Units within the APD, along with external agencies, worked collaboratively to rectify every aspect of a dynamic problem. No officer, unit, or agency is an island. When many moving parts work in unison toward a common goal, great things happen quickly and efficiently. This principle is at the heart of both Community Policing and Strategic Planning. As the APD’s planning efforts continue to evolve, this same principle will be applied on a grander scale.
To accomplish their duties effectively, police officers are necessarily bestowed with tremendous authority and discretion by society. Consequently, they are tasked with the inherent responsibility of modeling their actions to be beyond reproach. It is the purpose of the Office of Professional Standards (OPS) to maintain a transparent link between power and accountability.

In addition to investigating citizen complaints of alleged misconduct, employee policy violations, on-duty vehicle crashes, and use of force incidents, the OPS is responsible for conducting background checks of prospective employees, security inspections, audits, sick leave reviews, processing worker's compensation claims, recognizing training deficiencies and then working collaboratively with other units to correct them. It is also the responsibility of the OPS to ensure public employees mental and physical fitness for duty. This includes not only current APD personnel, but civil service applicants for the positions of Police Officer, Firefighter, and Telecommunications Specialist as well. Toward this end, the OPS works collaboratively with physicians from both Access Health Systems and the Institute for Forensic Psychology to schedule appointments, maintain diligent medical records, and determine potential work restrictions.

Transparency through Technology

In the interest of conducting the most thorough investigations possible, the OPS employs a number of cutting-edge technologies to assist in the collection of vital information, including:

**IA-Pro/Blue Team Software:** A web-based data collection and management program that is used by members of the OPS on a daily basis. After data entry procedures are completed, the system will store and organize information regarding incidents involving departmental employees. IA-Pro is used for investigative case management, statistical analysis, employee assignment database searches, and employee contact information database searches. Another function of IA-Pro is the Early Warning/Intervention System (Personnel Management Program); this component, which is updated and reviewed daily, assists in the identification of employees that may be in need of training or supervisory intervention. The employee identification is accomplished though the use of IA-Pro incident tracking functions coupled with a secondary review by an OPS member.

**Mobile DVR and GPS Systems:** Installed in almost all marked vehicles, these two technological assets provide vital insight. Capable of capturing not only coordinate locations, but speed of travel as well, the GPS System has proven indispensable for investigating personnel complaints and vehicle crashes. In-car Mobile DVR’s, which capture both audio and video content, have become an essential component in the tool box of not only the OPS, but prosecuting attorneys and other investigative units.

**Telephone/Radio Recorder Systems:** Crucial to investigations conducted by OPS, these systems record departmental telephone lines in addition to police and fire radio transmissions. Information gleaned from these systems is also routinely employed by prosecuting attorneys and other investigative units.

**Intervid Camera System:** A web-based application used by the Department to capture video of critical areas throughout Albany, as well as footage from inside the APD Booking facilities where prisoners are processed and lodged. This technology is a tremendous asset to the CIU, CFSU, and prosecuting attorneys - proving indispensable to the successful resolution of several recent criminal cases.
**WEBQA** – The aforementioned technologies, as well as current investigative and reporting procedures practiced by the APD generate a vast abundance of data, essential to furthering the organizational vision and mission. However, the Department acknowledges that it is equally important to share and distribute this information in a timely and responsible manner when it is lawfully requested by an external source. To that end, the APD has, with assistance from the City, become one of several departments nationwide to adopt a relatively new online system (WEBQA) to facilitate and manage Freedom of Information Law (FOIL) requests. This advancement will drastically reduce the Department’s reliance on paperwork to communicate with the City Clerk and Corporation Counsel’s office to satisfy requests, and serve as a platform for the requestor to check the status of his/her request online rather than requiring them to manually follow-up elsewhere. Furthermore, this system outfits OPS detectives with the ability to streamline clarification for requests, as the need arises, and ultimately, to reduce response times and improve customer satisfaction.

**Strategic Partnerships – New and Renewed**

To remain readily adaptable in an ever-changing climate, the Department is constantly testing, evaluating, and adopting progressive means to accomplish their mission.

- In addition to mutual efforts with the Finn Institute and SUNY School of Social Welfare, the APD recently joined forces with the SUNY Center for Technology in Government to develop a shared regional database for code enforcement. This measure would provide a more effective means to stamp out absentee landlords who commit violations with impunity by simply moving from county to county. When completed, this project will not only result in bridging communication gaps, but likely in expense reductions through shared costs as well.
- The APD recently partnered with the NYS Department of Mental Health and the Albany County Forensic Task Force to develop and train a Crisis Intervention Team (CIT). The Team receives advanced training in the newest techniques for deescalating situations involving mentally ill individuals, and then passes those techniques along to their colleagues.
- Another Chicago-originated program endorsed by the APD’s anti-violence initiative is SNUG (GUNS spelled backwards) – modeled after Chicago’s “Cease Fire.” Ex-offenders work closely with individuals in the Community most likely to shoot, or be shot. They respond to scenes of shootings and communicate with victims, their families, and their associates on an authentic and familiar level. Members of the APD continue to work closely in partnership with SNUG, cultivating a relationship geared toward the common ends of avoiding retaliations and ending the cycle of violence.

**Measures of Alternative Justice**

In an effort to ease the burden on court systems and pay the benefits forward to the Community, the APD has explored alternative resolutions to traditional punitive measures, focusing on reparative justice. These innovative solutions focus on offender rehabilitation and making victims whole.

The APD has teamed with the Albany County District Attorney’s Accountability Board to provide low level, non-violent offenders the opportunity to choose alternative resolutions to criminal matters, outside the court systems. Defendants must admit wrong doing and accept responsibility for their actions to participate. The Board (comprised of volunteers who work or reside in the City) then determines a reparative agreement which always consists of at least community service. If defendants fail to comply with this agreement, they must go back to court and face the judge. The overreaching goal is to show violators how their actions adversely affect the community, and how they can now help repair the harm they’ve caused.

As part of the APD’s comprehensive anti-violence initiative, the Department has teamed up with members of the Community, DCJS, and other law enforcement agencies to replicate the Offender Notification Forum introduced by Professor Tracy Meares in Chicago. This model consists of call-in forums involving individuals with violent criminal histories (including gun offenses) re-entering the community from prison. This non-traditional forum (where offenders are seated around a table instead of spoken to from a podium) stresses to the offender that they are part of the community. Voices from law enforcement, ex-offenders, and service providers give different perspectives on post-release choices and consequences, focusing on the need to choose self-rehabilitation rather than re-incarceration.
The Special Operations Division of the APD, under the direction of Lieutenant Paul Kirwan, is comprised of both sworn and non-sworn personnel fulfilling the roles of Traffic Safety Officers, Mounted Patrol, K-9 Officers, Public Safety Officers, Traffic Safety Aides, School Crossing Officers, Animal Control Officers, Traffic Engineering, and Honor Guard.

Among the most requested in the Department, APD’s Mounted Unit (Mounted) is one of the only full-time mounted patrols in upstate New York. Mounted is under the direct supervision of Mounted Sergeant Eric Cotter, and comprised of four officers, five mounts, and one non-sworn hostler. All of the horses are draft horses, chosen for their quiet, calm demeanor and commanding presence. Mounted is headquartered at the Stevens Farm, located on the banks of the Normanskill Creek. In 2011, the Unit was employed 441 times for community events, presentations, security and crowd control, in addition to their everyday patrol functions inside the many parks and the downtown area of the City. One of the most visual representations of the APD, Mounted is a great source of pride to the Department.

The Canine Unit (K-9), also based at Stevens Farm, is comprised of four canine teams providing 24 hour coverage: K-9 Robby and his partner P.O. McCraith are certified in patrol/tracking and explosive detection; K-9 Red and his partner P.O. Dyer, K-9 Tex and his partner P.O. Kisling, and K-9 Mac and his partner Det. Dorn are all certified in patrol/tracking and evidence and narcotics detection. The Unit uses both German Shepherds and Belgian Malinois, imported from Europe, and named after APD officers fallen in the line of duty. All K-9’s live at their handling officer’s home and are available for emergency assignments 24 hours a day. Taking into consideration its partnerships with federal, state, and local law enforcement agencies, K-9 is one of the busiest units in the City. Last year, the K-9 Teams were used over 700 times for various assignments including, searches for missing and lost persons, aiding in the apprehension of dangerous criminals, explosive and narcotic detection, and collaborative efforts with US Customs and Boarder Protection.

In addition to its primary duties, K-9 provides an atmosphere of community awareness and positive public relations through various programs, K-9 demonstrations, and highly visible police patrol. Regular interaction with citizens of the community, coupled with their continuing support and collaborative efforts, results in a positive and productive K-9 program.

### Illicit Drugs Recovered from 2011 APD K-9 Searches

<table>
<thead>
<tr>
<th>DRUG</th>
<th>QUANTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARIJUANA</td>
<td>4,130 grams</td>
</tr>
<tr>
<td>POWDER COCAINE</td>
<td>5.2 grams</td>
</tr>
<tr>
<td>CRACK COCAINE</td>
<td>93.3 grams</td>
</tr>
<tr>
<td>HEROIN</td>
<td>43 packages/envelopes</td>
</tr>
</tbody>
</table>

The Critical Asset Assessment Team (CAAT) conducts risk and threat assessments of critical infrastructure and key resources using an All-Hazards Approach in developing “options for consideration” to prevent, reduce, or mitigate the potential consequences of a terrorist attack, natural catastrophe, or other emergency. In addition, the CAAT works jointly with the NYS Office of Counter Terrorism Critical Infrastructure Unit to employ multiple assessment methodologies and systems, providing a comprehensive overview of potential threats and vulnerabilities with suggested recommendations for asset protection strategies.
The City of Albany Animal Control Program is a full time, 24 hours a day resource for the APD and citizens of the City. Animal Control Officers (ACO’s) respond to a wide variety of complaints ranging from routine requests for information, to animal abuse and neglect cases. In 2011 ACO’s investigated 240 reported dog bites of persons and other animals. All ACO’s are charged with enforcement of various laws and ordinances designed to protect citizens and animals alike. All matters are handled professionally, with an emphasis on awareness and education of pet owners.

The Parking Enforcement Unit consists of 1 supervisor, 12 Public Service Officers (PSO’s), 5 traffic safety aides (TSA’s), and 60 School Crossing Officers (SCO’s), all operating under the overall supervision of the traffic safety supervisors. The PSO’s are assigned to zones each day with the goal of encouraging compliance with parking regulations in the City of Albany through education and enforcement. From 7 AM to 6 PM, PSO’s are assigned to zones within the City each day with the goal of maintaining an unobstructed traffic flow and providing critical support to the Department by ticketing vehicles in violation of parking regulations, and being a highly visible resource for the public and police alike. These uniformed, non-sworn employees are also asked to provide traffic direction and control at festivals, parades, large funerals, fire scenes, school crossings, and other special events as necessary.

TSA’s are assigned to units that travel throughout the city. TSA’s have many functions that assist Special Operations to meet its objectives. They tow or immobilize vehicles that are determined to owe more than $200.00 in unpaid parking tickets, and are responsible for posting, removing, and enforcing emergency no parking areas in the city.

To ensure safe travel for Albany residents and commuters, the APD’s Traffic Engineering Service is responsible for providing and maintaining safe roads for all modes of transportation throughout Albany. This translates to over 300 intersections with traffic signals, 50 motorists warning devices, 100 miles of pavement markings, and approximately 23,000 street and traffic signs. The Unit manages all design services in addition to the review, installation and maintenance of devices. For example, Traffic Engineering operates a computerized traffic signal system for 34 traffic signals on the NY RT 5 corridor (i.e. Central and lower Washington Avenues). These roadways will add 60 intersections to the computer network, and this network will allow for remote viewing, changing of operations data and maintenance of signal equipment/firmware. Recently, in cooperation with the City’s Planning and Engineering Department, the Unit implemented an expanding network of bicycle lanes, shared lane markings, and signs to improve bicycle travel throughout Albany. Other responsibilities of the Unit include roadway and construction site review, review and approval of contractor maintenance, protection of traffic plans, special event transportation plan design and/or implementation, oversize load transportation review and approval, construction site plan review, and site operation transportation. Ultimately, through the analysis of traffic reports, accident statistics, traffic counts, speed studies and other traffic data, this APD service provides Albany motorists with a safe and efficient environment for travel.

Amid tens of thousands of attendees at this year’s Lark Fest, Special Operations was primarily responsible for maintaining a safe and pleasant atmosphere on the densely packed street.
**Special Operations – Statistics**

<table>
<thead>
<tr>
<th>Uniform Traffic Tickets Issued 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Safety Patrol Division (4 Officers)</td>
</tr>
<tr>
<td>Department Total</td>
</tr>
<tr>
<td>01/01/2011-09/30/2011</td>
</tr>
<tr>
<td>Scoff/Boot Total Collected</td>
</tr>
<tr>
<td>Parking Tickets Issued</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2011 APD Animal Control Officers – Tickets Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title and Body/Section of Law</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td>Failure to License (AGM Sect. 118-1(a))</td>
</tr>
<tr>
<td>Failure to Identify (AGM Sect 118-1(b))</td>
</tr>
<tr>
<td>Failure to Provide Rabies Vaccination (Alb. Co. Health Law, Art. II)</td>
</tr>
<tr>
<td>Running Loose (AGM Sect. 118(F))</td>
</tr>
<tr>
<td>Vicious Dog (Albany City Code, Ch.115, Art. VII, Sect. 115-22)</td>
</tr>
<tr>
<td>Total Number of Tickets Issued</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2011 Animals handled by Animal Control Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Animal</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Dogs</td>
</tr>
<tr>
<td>Cats</td>
</tr>
<tr>
<td>Other (Wildlife, etc.)</td>
</tr>
</tbody>
</table>
Special Operations

The Traffic Safety Division is staffed with officers on motorcycle and in vehicles, specially trained in a number of precise skills, and focused on reducing motor vehicle and pedestrian accidents through education and enforcement of the New York State Vehicle and Traffic Law. In addition to being skilled in RADAR, LIDAR, and DWI enforcement, these specialized officers hold state certifications in accident investigations and reconstruction, as well as auto theft and fraud. In an effort to multiply this competency, instructors from the Traffic Safety Division provide systematic, traffic-related training to APD officers and those from surrounding agencies. In response to a national trend of prescription drug abuse, the APD has sought to make its officers Drug Recognition Experts (DRE) to mitigate the negative effects of this trend on roadway safety. To become proficient in this skill officers must undergo, and successfully pass, an intense three week course focused on identifying the physiological effects of drugs on the human body (as separate from alcohol) through methodical tests and objective observations. When the second APD officer successfully completed this training in early 2012, he was one of only 155 DRE certified law enforcement officers in New York State.

Led by Sgt. Kenneth Sesock, the APD Honor Guard is responsible for offering impartial assistance to all members of the Department’s family by paying homage to those who have served, with consummate reverence.

Inherent to active metropolitan areas is the potential for significant threats to public safety. In response to these perils, the APD’s Emergency Services Team (EST) was created – an adept tactical unit tasked with ensuring the successful resolution of high-risk, critical incidents with minimum risk, injury or loss of life to citizens, police personnel and suspects. The success of EST is firmly rooted in its intensive selection process, monthly training, and strict adherence to pre-specified, defined performance standards for all its members. Rivaling the importance of high training standards, is the Team’s access to, and mastery of premier, sophisticated equipment and weaponry. Given the sensitive and costly nature of these items, EST command carefully researches the equipment and weapon needs of individual members, and the Team as a whole, and establishes policies for those items grounded in accountability.
In short, the EST maintains a constant state of operational preparedness to effectively meet the needs of the Department, as well as other local law enforcement agencies that may request the assistance of a proficient tactical response unit. EST has averaged approximately 12 to 15 critical incident “call-outs” per year over the last decade (i.e., spontaneous events which precipitated on their own and required a response above and beyond normal patrol capabilities).

The overwhelming majority of these incidents have been barricade operations, but a few notable hostage rescue events have taken place as well. Pre-planned operations often include EST’s participation in multi-agency takedowns at the culmination of investigations, and high-risk warrant service related to narcotics investigations where a weapons nexus or propensity for violence was established.

Through a strategic partnership with the Albany Fire Department, the EST certified six paramedic qualified fireman to become the initial members of the APD Tactical Medic (TACMED) program in 2012, which aligns the efforts of police and fire in tactical situations.

Notable Operations

2005 – TrustCo Bank: An Albany branch on Madison Ave was being robbed and patrol officers arrived on scene before the suspect could make his escape. Consequently, the suspect took four hostages and forcibly held them for over five hours before they were all successfully rescued.

2005 – Guilderland Hostage Taking: EST was summoned to aid in the resolution of a domestic hostage taking event. The situation involved a male, armed with an assault rifle, distraught over losing his girlfriend. The incident was successfully resolved and both the male and his hostage were unharmed.

2010 – 57 Westerlo Street: EST responded following a home invasion robbery that turned into a criminal hostage taking incident when the suspect was trapped inside the residence he had targeted. Four hostages were ultimately rescued unharmed through a combination of tactics and negotiations.
The Public Information Officer (PIO) serves as a liaison between the APD and the media, responsible for transmitting accurate and reliable information in a professional and timely manner. Just as the news media has an inherent obligation to keep the public informed, the PIO has a responsibility to do the same. The APD is very cognizant of the fact that public safety matters are also matters that regularly affect and concern the Community as well, and it acknowledges that citizens have a right to know what is occurring in their neighborhoods, workplaces, and places of interest. With these principles in mind, the Department is constantly searching for new technologies and tactics to enhance its ability to share pertinent, non-sensitive information with the public. Television stations, radio stations, and newspapers are traditional means of official correspondence that have proven adequate in the past. However, pervasive internet access and a wave of social media have brought the APD’s capabilities and potential to new heights. With a few key swipes, the PIO is capable of disseminating a wealth of information to thousands of Albany resident’s desktops, laptops, and smartphones through applications such as Facebook, Twitter, and Nixel.

Nixel is a brand new technology that allows the PIO to instantly relay vital information (regarding everything from road closures and school closings to crime stats and trends) directly from the APD to residents in affected areas. Twitter and Facebook are utilized to share recent events the Department participated in (such block parties, bike rallies, and concerts) as well as to enhance recruitment drives. Most importantly, these technologies improve transparency and make the APD more accessible by the community it serves.

Nixel Data transmission such as the one above – which includes crime stats and beat officers pictures, names, and phone numbers – are already available in many neighborhoods throughout the City, and the demographic of recipients is rapidly expanding.
Customer Service is Paramount

The APD’s Communications Division (Communications) is staffed by one civilian director and 40 telecommunications specialists. Communications personnel facilitate a timely and effective response to thousands of calls for service each year through prioritized dispatch, and perform this vital function for not only the APD, but for the Albany Fire Department, Emergency Medical Services, and the surrounding agencies that share the APD’s data and communications systems as well. In 2011, Communications received 28,755 “911” calls (both landline and wireless) and 103,937 Administrative/Non-Emergency calls. Through the UASI (Urban Area Security Initiative) Grant, the APD has recently acquired Microwave Dish Technology which allows Communications personnel to perform their duties in a faster, more reliable and cost-efficient manner. Utilizing this same technology, the APD has further endeavored to create a tri-county, “Point-to-Point” system which will allow 22 local law enforcement agencies (within Albany, Rensselaer and Schenectady counties) to share real-time voice and data transmissions through a seamless Computer Assisted Dispatch (CAD) and Records Management System (RMS). The benefit of this collaboration is not only in avoiding redundancy and delay, but in providing a secondary communications system should an agency’s primary means be compromised.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>CALLS FOR SERVICE</th>
<th>ARRESTS</th>
<th>TOTAL CALLS HANDLED BY APD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 (1st nine months)</td>
<td>94,073 (125,430 anticipated)</td>
<td>5,443 (7,200 anticipated)</td>
<td>99,473 (132,630 anticipated)</td>
</tr>
<tr>
<td>2011</td>
<td>132,692</td>
<td>6,259</td>
<td>136,359</td>
</tr>
<tr>
<td>2010</td>
<td>144,565</td>
<td>6,237</td>
<td>151,330</td>
</tr>
</tbody>
</table>

Mobile Data Terminals, installed in most APD Patrol vehicles, allow officers to access an abundance of information, via internal and external databases, and receive real-time updates of relevant information on the way to call locations. These portable computers also enable officers to complete and transmit a variety of paperwork (including reports, citations, and data entry) without ever returning to their station – thereby minimizing any unnecessary delay between calls, and allowing them to maintain their presence in the community. As part of its commitment to capitalize on the latest information technology, the APD is equipped with an Emergency Mobile Command Center outfitted with a variety of computer hardware and software, monitoring systems, a portable booking substation, and a conference center for command staff during major incidents. Accompanying this vehicle is the Emergency Mobile Communications Center which provides the Department with the ability to communicate with multiple agencies (even if they are not normally connected to the APD radio system) from wherever it’s docked. For this reason, it is regularly deployed to serve as dedicated communications center for special events in the City (such as Larkfest).
Train, Train, Train.

The APD’s Training Unit (Training) is committed to setting the standard in law enforcement training and education. Enthusiastically bringing both sworn and non-sworn employees the latest and best possible police training, Unit members strive to help each employee reach their professional goals, and thoroughly prepare each new recruit for the myriad of challenges they will face daily on the street.

A panoply of new technology, social diversity, and societal change has shaped modern policing into a dynamic and difficult occupation, far removed from the idyllic days of Mayberry. It is Training’s job to prepare and maintain a massive workforce of police and civilians to adeptly meet this challenge. Success is measured by the level of performance, confidence, and proficiency exhibited by APD personnel, and the resulting satisfaction of the Public they serve.

In addition to reviewing and updating existing policies and procedures, Training creates new doctrine when necessary, ensuring its consistency with that already in place (as well as its conformity with NY State and federal mandates governing safety aspects of daily operation). However, the larger and more important role played by Training within the APD’s Strategic Plan is to ensure that all training, policies, and procedures are purposefully engineered toward fulfillment of the organizational Vision and Mission. Clear and consistent guidance is the first step toward reaching this platform. Identifiable, uniform expectations are not only good for employee morale (because it’s clear what is expected of them), but set the stage for accountability as well. For these reasons, Training works closely with the Office of Professional Standards to identify training deficiencies, and subsequently correct them.

Motivated, confident, and competent employees inevitably result in a happy and productive work force. This in turn correlates to the APD delivering the best possible product to the public it serves. With the principle in mind that community satisfaction is just as important as employee satisfaction, the Training Unit has created and perpetuated a number of community-based programs:

The Citizen’s Police Academy (CPA):

Graduating 15 people in 2012, the CPA provides citizens with a platform of education in police science and philosophy. Focusing on both practical and theoretical aspects, this 14-week program is designed to provide first-hand insight into the functions of the APD, and services provided. Meeting once a week for 3-4 hours, citizens are exposed to a variety of topics including: legal issues, police initiatives, crime prevention, neighborhood safety, home safety, and personal safety. Not all education takes place in the classroom however. Citizens are given the opportunity to experience portions of the APD’s reality-based training in the areas of emergency vehicle operation, firearms, force-on-force situations, and horseback riding. One of the principles underlying this curriculum is, Empowerment through Education. By supporting the citizenry through education, the APD hopes to improve quality of life in the community and mend any disconnect with the Department.
Train, Train, Train.

The APD Cadet Program:

Dedicated to improving relationships between the City’s youth and their police department, the program graduated 19 cadets in 2012. The course of study is part of the Summer Youth Employment Program and serves as a summer job for select youth. The Cadets are employed for five weeks, 16 hours a week. The program affords Cadets with the opportunity to adopt leadership roles, while experiencing the benefits of teamwork. Focusing on communication and critical thinking skills, cadets are encouraged to conceptualize alternate perspectives. The curriculum articulates that responsibility is inherent to becoming an Albany Police Officer, but stretches to expose cadets to the topics of law, medicine, forensic science, police technology, and physical fitness. Through broad exposure, it is hoped cadets will recognize the multitude of career opportunities awaiting them as they march toward the responsibilities of adulthood. Perhaps through these valuable experiences, the APD Cadets of today will become the Albany Police Officers of tomorrow.

National Coalition Building Institute:

Training has also spearheaded the Department’s involvement with a program housed in Albany High School. The National Coalition Building Institute is an internationally recognized group that promotes mutual respect, tolerance and anti-bullying initiatives. A significant number of APD members have participated in workshops at the High School which have involved students, faculty, community members, and police officers. The workshops are designed to develop understanding and to promote lasting partnerships among the groups. Several Training personnel have attended the NCBI trainer workshops and are recognized facilitators capable of organizing and facilitating future workshops.
The APD is conscious an organization can be inspired by its newest members, and that the current climate is ripe for substantial and meaningful change. The reemergence of community policing (already fully in motion), coupled with clear administrative guidance from redefined Mission and Vision Statements, sets the ideal stage to indoctrinate new members in this organizational philosophy.

In this interest, the APD will be holding an open competitive examination for the position of Police Officer on November 17th, 2012. Chief Steven Krokoff still considers it a priority to cultivate a police force as diverse as the community it serves. Towards this end, the Department picks up where it left off with a comprehensive recruitment project consisting of development of community and neighborhood recruiters, media campaign drives, on-site job fairs and expos, university campus recruiting, and a candidate mentoring program. Community leaders, clergy, neighborhood associations, business owners, and education administrators throughout the area continue to act collaboratively with the APD in this effort.

NYS Accreditation

The Training Unit manages the New York State Law Enforcement Accreditation Program and ensures the Department’s compliance with established standards. The Accreditation program is a formal mechanism by which police agencies can demonstrate that they meet or exceed general expectations of quality. It causes an agency to remain proactive in its continual monitoring of its policies and procedures thereby promoting the efficient operation of a police agency.

The Accreditation Program is comprised of 132 standards and is divided into three categories. Standards in the administrative section have provisions for such topics as agency organization, fiscal management, personnel practices, and records.

The APD is proud to be a NYS Accredited member in good standing, but will endeavor to achieve National Accreditation as well in the years to come.
“Welcome to the APD family...”

**January**

- Kyle Parker
- Bart Cohen
- Frank McDonagh
- Osbert Boakye
- David Bernacki
- George Brice
- Ben Burnham
- David Costello
- Brandon Dudley
- Philip Durand
- Nathaniel Eaton
- Nathan Ensel
- Daniel A. Flanders, J.r
- Kyle Haller
- William Jenkins
- Christopher Jones
- Matthew Jones
- Jesse Mall
- Brian Mascaro
- William Michel
- Christopher Oades
- Benjamin Peterson
- Nicole Reddix
- Mellissa Rockwell
- John Schueler
- Derrick Schultz
- Justin Swan
- Nicole Volpi
- Alan Wojewodzie

**July**

- Jacob Conlin
- Arber Dragoj
- Matthew Hacker
- Lanhai Johnson
- Shane Kosakowski
- David Kozakiewicz, Jr.
- Justin Nowak
- Woody Riboul
- David Romano
- Gianfranco Sananiello
- Edward Whitty
2012 Retirements

“You will be missed…”

**2011**
- Anthony Bruno
- Daniel Colonno
- Jeffrey Connery
- William Cook
- Jeffrey Cunningham
- John Dunn
- Victoria Ferrante
- Thomas Fick
- Richard Gould
- Ramon Guerrero
- Mel LaRose
- Robert Mahar
- Joseph Poole
- Kevin Raducci
- Eric Sprague
- Robert Tierney
- Timothy Williams

**2012**
- Bonnie Bennett
- Thomas Blesser
- Kevin Connolly
- Michael Farry
- Michael Haggerty
- James Leahy
- Ronald Matos
- Thomas McGraw
- James Miller
- Karen Mink
- Cynthia Morrone
- Anna Saia
- Corinne Vindittie
- Edward Vogel
- Donna Whalen

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Medal of Honor – Awarded to an officer for an outstanding act performed in the line of duty, by choice and with full knowledge of the risk involved despite an imminent personal hazard to life.

Combat Cross Medal – Awarded to an officer for an individual act of heroism arising from an engagement in combat with an armed adversary despite an imminent personal hazard to life.

Medal of Valor – Awarded to an officer for an act of outstanding bravery performed in the line of duty under circumstances evincing a disregard of personal consequences.

Exceptional Duty Award - A highly credible accomplishment bringing public acclaim to himself, his department or the police profession, as a result of training, devotion to duty, or service to the public.

Life Saving Award – An act performed in the line of duty, which, through disregard of personal safety or prompt, alert action resulted in the saving of a human life by rescue or medically related efforts.

Meritorious Police Duty Award –
- An act of intelligent and valuable police service demonstrating special faithfulness or perseverance; Or
- Highly credible acts of police service over a period of time.

Community Service Award –
- An act which demonstrates devotion to a Community service; Or
- An idea implemented that improves conditions within a Community.

Unit Citation - Awarded in recognition of the hard work and dedication of personnel assigned to a specific Unit that demonstrates excellence in their daily duties.

Service Bar – Awarded in recognition for every five years of service.

Pistol Expert - Shall be awarded on a yearly basis to those officers who shoot a perfect score (250) during firearms qualifications.

Pistol Marksman – Shall be awarded on a yearly basis for those officers who shoot a score of 245 through 249 during firearms qualifications.

2012 Internal Commendations received by APD Personnel

<table>
<thead>
<tr>
<th>Type of Award</th>
<th># Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combat Cross</td>
<td>5</td>
</tr>
<tr>
<td>Exceptional Duty</td>
<td>4</td>
</tr>
<tr>
<td>Meritorious</td>
<td>13</td>
</tr>
<tr>
<td>Community Service</td>
<td>1</td>
</tr>
<tr>
<td>Lifesaving</td>
<td>1</td>
</tr>
<tr>
<td>Chiefs award: Letter</td>
<td>7</td>
</tr>
</tbody>
</table>

Promotions

Melissa Gipson, Josiah Jones, and Pasqualino De Luca were promoted to the rank of Sergeant, Anthony Geraci and Jeffrey Roberts to the Rank of Lieutenant, and Aaron Flanger was promoted to Assistant Chief.
Exceptional performance can also be recognized by sources external to the APD. Often this recognition takes the form of a handshake, “thank you” or letter of appreciation. However, some agencies see fit to present official commendations to APD personnel. Listed below are some that were awarded in the recent past:

- The APD was selected to receive the **2011 Spirit of Justice: Unsung Hero Award** on behalf of the advocacy and service exhibited by several Albany Police Officers including Detective’s Joseph Iwaneic, Robert Wise, and Alfred Martin, and Officers Joseph Chromczak and Michael Commissio.
- Ben Sturges received the **Peace and Justice Award** from the Capital District Council of Churches for outstanding performance in the area of Community Policing.
- The **North American Legion Police Officers of the Year Award** was presented to Gregory Mulligan and Jason Kelley.
- The NYS Governor’s **Certificate of Valor** was awarded to Officer Gregory Mulligan.
- Police Officer Christopher Orth was presented with the **2011 Albany PAL Youth Award**.
- The Boys and Girls Club presented Officer Dan Meehan with the **2011 Community Impact Award for Child and Youth Advocacy**.
- NEU Beat Officers Nicholas Abrams, Daniel Biette, Milton Johnson, and Matthew Foley were given a **Community Appreciation Award** from the Holy Grace and Innocence Church for their tireless efforts to improve the quality of life in Albany’s West Hill neighborhoods.
- **The Sheriff George Infante Award for Excellence** was awarded to Sgt. Melissa Gipson, by the Albany County District Attorney’s Office, for her actions over and above the call of duty in advocacy and support of a domestic violence victim. Officer Santaski received a **Certificate of Recognition** for his exceptional role in the same instance.
Charitable Events & Fundraisers

APD vs. AFD Softball
On Saturday July 28, 2012, the Albany Police Department and the Albany Fire Department played each other in a charity softball game at Bleeker Stadium. The event raised over $5,000 dollars which was donated to St. Jude’s Children Hospital and The Ronald McDonald House of the Capital Region.

“Over the Edge”
Chief Krokoff and Assistant Chief Cox participated in the Over the Edge event at the Crowne Plaza, helping to raise over $2,000 dollars to support the Special Olympics of New York.

John Finn Memorial Cross Fit Workout
In conjunction with Blue Friday (which honors law enforcement killed in the line of duty), APD officers dedicated a work out at the CrossFit Beyond gym in honor of Albany Lieutenant John Finn.

Finn Blood Drive
APD personnel participated in blood drives in February and June, 2012, in honor of Lt. John Finn, as well as veterans and active members of the military.

PAL Backpack Giveaway
On Thursday August 16, 2012, Mayor Jennings and Chief Krokoff attended the Albany Police Athletic Leagues Backpack Giveaway at the VI Community Center on Madison Avenue. PAL partnered with Citizens Bank in order to donate back packs and school supplies to several children.

APD recruits run in support of Schenectady ARC
On Friday August 10, 2012, APD recruits participated in the Schenectady ARC 5K Challenge in Schenectady’s Central Park to raise awareness of developmental disabilities.

Police Unity Tour
On May 9th, 2012, Sergeant Kenneth Sesock, represented the Albany Police Department at the Annual Police Unity Tour – a 300 mile bicycle ride that begins at World Trade Center Memorial in Manhattan, New York, and ends at The National Law Enforcement Officers Memorial in Washington D.C.