



PAB

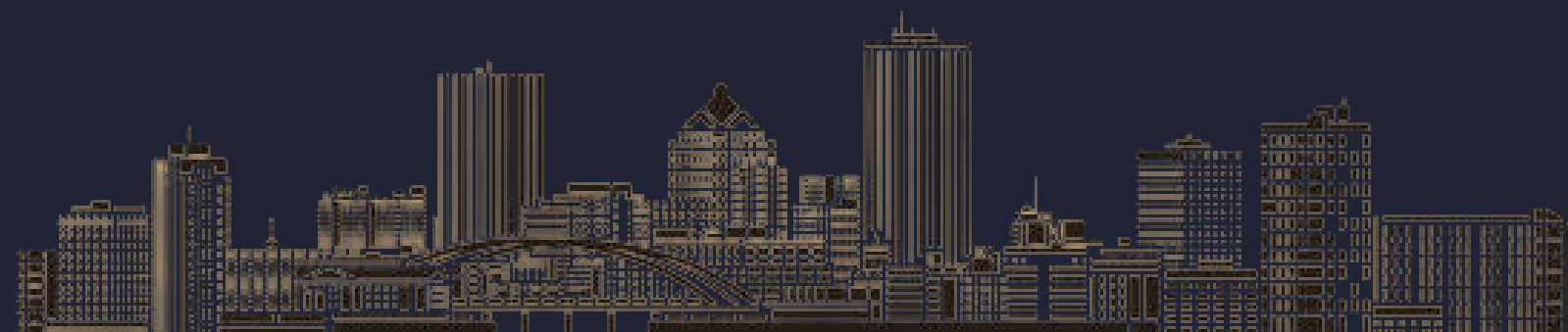
**POLICE
ACCOUNTABILITY
BOARD**

**EXECUTIVE
DIRECTOR
REPORT**

APRIL 2026



*PRESENTED BY:
DR. LESLI C. MYERS-SMALL
(SHE/HER/HERS)*



EXECUTIVE SUMMARY

April 2026 was a month of transition, strategic alignment, and organizational repositioning for the Police Accountability Board. Following the March 20, 2026 Appellate Division decision, the agency focused on stabilizing operations, aligning resources with its current legal authority, and developing a framework for future success.

Throughout the month, leadership and staff worked collaboratively to strengthen organizational clarity, refine priorities, engage community stakeholders, and identify opportunities to advance accountability, transparency, and public trust within the scope of the Board's current authority.

Key priorities included:



- Transition from an investigation-centered model to a policy, data, transparency, and community engagement model
- Organizational realignment and leadership restructuring
- Strategic planning and KPI refinement
- Development of the New York State Civilian Oversight Consortium
- Budget planning and sustainability discussions
- Strengthening relationships with community and oversight partners
- Community engagement and public education

FROM TRANSITION TO TRANSFORMATION

A significant portion of April was dedicated to defining the PAB's future direction.

The Leadership Team convened an extended strategic planning session focused on moving the organization from transition to transformation. Discussions centered on defining the PAB's role as a policy, research, data, transparency, and community engagement-focused oversight agency.

Priorities included:

- Clarifying core workstreams
- Aligning leadership around shared priorities
- Strengthening communication and execution
- Refining deliverables and performance expectations

This work laid the foundation for a strategic framework that will continue to guide the agency's next chapter.



POLICY & OVERSIGHT DIVISION

The Policy & Oversight Division continued advancing key projects throughout the month while refining priorities to ensure alignment with the organization's current authority and strategic direction.

Highlights included:

- ➔ Comparative analysis of civilian oversight agencies across New York State
- ➔ Development of evidence-based materials to support future policy discussions
- ➔ Review and refinement of active projects
- ➔ Continued focus on producing actionable, data-informed work products

The Division also evaluated existing projects to ensure alignment with organizational priorities and community impact, demonstrating a commitment to strategic, meaningful work.




COMMUNITY ENGAGEMENT & PUBLIC TRUST

Community engagement remained a central focus throughout April.

PACE staff and leadership participated in conversations designed to strengthen relationships between residents, community organizations, faith leaders, and law enforcement partners.

Notable activities included:

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- Community conversations regarding the evolving role of the PAB
 - Participation in discussions focused on bridging gaps between law enforcement and community members
 - Collaboration with the Police Accountability Board Alliance (PABA)
 - Planning and implementation of community engagement forums focused on transparency and accountability

These efforts reinforced the agency's commitment to ensuring that community voices continue to inform its work.

COMMUNITY



Government & Stakeholder Relations

Throughout April, the PAB continued engaging elected officials, community leaders, and key stakeholders regarding the future of civilian oversight in Rochester.

Key meetings included:



These conversations helped ensure that the agency remains responsive to community needs while maintaining focus on its mission and long-term viability.

Statewide Leadership & Professional Collaboration

Participation in the City’s Black Heritage Committee Women of Distinction Program highlighted the ongoing role of community leadership and partnerships in advancing accountability and civic engagement.

The PAB continued to play a leadership role in advancing civilian oversight throughout New York State.

Key activities included:

- Participation in the 2026 Spring Oversight Conference hosted by the New York City CCRB
- Opening remarks and a statewide call to action regarding the future of civilian oversight
- Development of the New York State Civilian Oversight Consortium
- Collaboration with the New Rochelle Civilian Complaint Review Board
- Submission of proposals for the 2026 NACOLE Conference

The emerging Consortium continues to gain momentum and has the potential to become a significant vehicle for collaboration, professional development, and shared learning among oversight agencies across New York State.



Strategic Planning & Performance Measurement

April included significant work related to refining strategic initiatives and organizational performance measures.

Leadership and staff reviewed key performance indicators to ensure they reflect:



This work is essential to defining success within the agency's current operating environment and ensuring accountability for results.

Team Culture & Organizational Resilience

While April presented significant challenges, the agency continued to prioritize staff support, recognition, and organizational culture.

Leadership remained focused on:

- Maintaining visibility and accessibility
- Supporting staff through change
- Celebrating milestones and accomplishments
- Creating opportunities for connection and collaboration

Looking Ahead

As the PAB enters May, priorities include:



- Finalizing and implementing the Transition to Transformation framework
- Preparing for the FY 2026-2027 budget process
- Expanding community engagement efforts
- Advancing the New York State Civilian Oversight Consortium
- Strengthening transparency and accountability initiatives
- Continuing policy analysis and trend identification efforts
- Enhancing public education and communication

Closing Reflection

April challenged us to think differently about the future of civilian oversight in Rochester.

While the legal landscape has changed, the PAB remains committed to accountability, transparency, community engagement, and public trust. The work undertaken this month reflects a deliberate effort to position the organization for long-term sustainability while continuing to serve the residents of Rochester with integrity and purpose.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Lesli C. Myers-Small".

Dr. Lesli C. Myers-Small
(She, Her, Hers)
Executive Director
Police Accountability Board