



EXECUTIVE DIRECTOR REPORT

DECEMBER 2025






Presented by:

Dr. Lesli C. Myers-Small
(She/Her/Hers)

EXECUTIVE SUMMARY

December was a pivotal month for the Police Accountability Board. While managing significant operational change and ongoing legal uncertainty, the organization remained focused, disciplined, and aligned with its mission. The Board and staff advanced essential work while preparing the agency for the next phase of civilian oversight in Rochester.

Key priorities this month included:

-  Completing the transition to 57 St. Paul Street and ensuring continuity of services.
-  Preparing for multiple outcomes related to the pending appellate court decision.
-  Maintaining momentum in policy analysis, transparency work, and public education.
-  Coordinating closely with City partners to support stability and resource stewardship.
-  Sustaining governance and leadership continuity during the holiday period






Despite competing demands, the agency continued to show resilience, professionalism, and responsiveness to the community. December positioned the PAB to begin the new year with greater operational stability, clearer planning frameworks, and a continued commitment to accountability, transparency, and public trust.

LEGAL & GOVERNANCE UPDATES

The PAB continues to monitor the pending appellate decision related to investigatory authority. Staff remain prepared for multiple operational pathways depending on the ruling's outcome.

Key points:

-  Continued collaboration with appellate counsel.
-  Clarification of internal procedures tied to Source of Information (SOI) requests
-  Communication planning to ensure the Board and public receive clear, timely updates when the decision is issued

The agency remains grounded in transparency, readiness, and responsible stewardship.

ORGANIZATIONAL PLANNING & OPERATIONS

Relocation to 57 St. Paul Street

Final preparations continued throughout December, including:



The move stayed on schedule and within anticipated parameters.

LEADERSHIP & STAFFING CONTINUITY

Leadership teams worked to:

- 🎯 Maintain service stability through the holiday season
- 🎯 Align cross-divisional work and clarify roles
- 🎯 Reinforce communication expectations as we enter the new year

These efforts continue to support consistency and confidence across the organization.

EXECUTIVE DIRECTOR LEADERSHIP & EXTERNAL STRATEGY

This month included intentional engagement with partners to strengthen trust and alignment across systems.

Highlights included:



Continued dialogue with community leaders and nonprofit partners



Participation in oversight-focused conversations at the local and statewide levels



Collaboration with City leadership on budget, operations, and communication priorities

These engagements reinforce the PAB's credibility, accessibility, and public-serving role.

POLICY & OVERSIGHT DIVISION

The Policy & Oversight Division continued forward-looking work aligned to Charter expectations, while remaining mindful of legal constraints.

Work included:

- Analysis and preparation of internal frameworks adaptable to varying legal outcomes
- Continued refinement of research priorities
- Readiness planning to ensure that, regardless of outcome, community benefit remains central

ACCOUNTABILITY & TRANSPARENCY DIVISION

Intake operations remained active throughout December, ensuring that community members continued to have a clear pathway to share concerns, ask questions, and seek support.

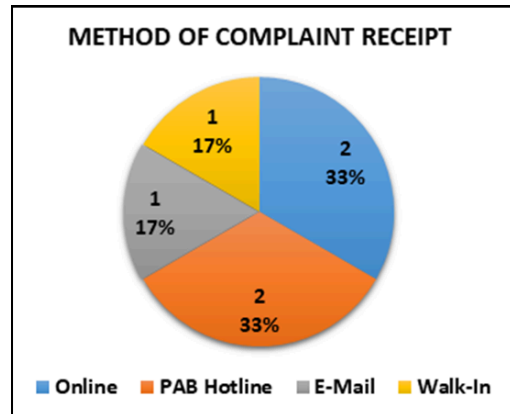
The division concentrated on strengthening both service delivery and future readiness by:



- Closely tracking and analyzing trends in complaints and community concerns
- Developing reporting frameworks that will support stronger public transparency once legal questions surrounding investigative authority are resolved

Complaint Intake

In December 2025, the Police Accountability Board received six (6) complaints through multiple channels, including the online portal, email, walk-ins, and the PAB hotline.

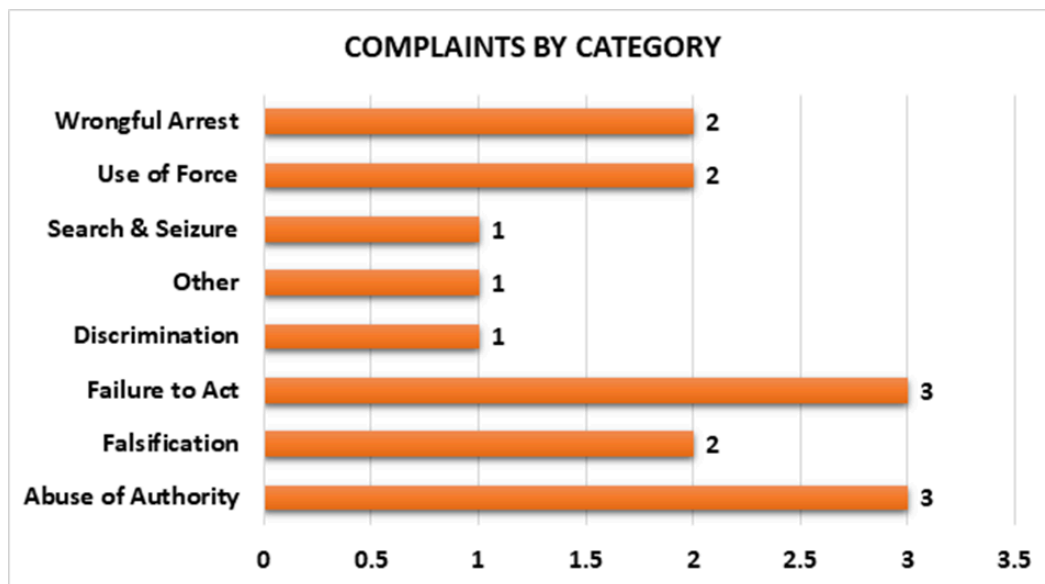


Complaint Language

The PAB remains committed to providing accessible services to all members of the Rochester community. All six complaints received in December were submitted in English; none were submitted in Spanish or American Sign Language.

Complaint Categories

Each complaint is categorized based on the type of alleged misconduct. In December, the categories reported most frequently were: Abuse of Authority (3), Failure to Act (3).



Note: A single complaint may fall into more than one category. For example, a complainant may allege both Discrimination and Use of Force in the same case. As a result, the number of complaint categories (15) exceeds the total number of complaints received (6). Definitions for all complaint categories are provided at the conclusion of this report.

Public Tracking Numbers

All six complaints received in December were assigned Public Tracking Numbers (PTNs):

2025-0122	2025-0125
2025-0123	2025-0126
2025-0124	2025-0127

These efforts position the division to respond quickly, communicate clearly, and maintain continuity of service regardless of legal outcomes.

PUBLIC AFFAIRS & COMMUNITY ENGAGEMENT

The Public Affairs & Community Engagement (PACE) Division maintained a strong public presence throughout December, prioritizing outreach that builds awareness, trust, and clarity about the PAB's role — even amid organizational transition.

PACE focused on:



delivering presentations and participating in community conversations that demystify civilian oversight



communicating clearly about the agency's relocation and how residents can continue accessing services



sustaining relationships with faith leaders, neighborhood groups, advocacy partners, and civic organizations to support long-term collaboration

In December, outreach was targeted and intentional, spanning faith, health, advocacy, and human-service sectors. Engagements emphasized education, access, and strengthening pathways between residents and the Board.

Across six events, the PAB reached 136 community contacts. The table below provides a summary of outreach activities, event type, and community reach.

Name	Address	Event Type	Date	Contacts
VOCAL Civil Rights Union	189 N Water Street, Rochester, NY 14604	Intro/Relationship	12/2/2025	11
Asbury Lunch	1010 East Avenue, Rochester, NY 14609	Network/Tabling	12/7/2025	76
St Joseph's Intro	417 South Avenue, Rochester, NY 14620	Intro/Relationship	12/9/2025	8
Greater Rochester Health Foundation	255 East Avenue #402, Rochester, NY 14604	Intro/Relationship	12/16/2025	1
NYS Oversight Consortium	Zoom Virtual Meeting	Intro/Relationship	12/16/2025	16
VOA Presentation	175 Ward Street, Rochester, NY 14605	Know Your Rights	12/18/2025	24
Total Contacts:				136

ADMINISTRATIVE & FISCAL OVERSIGHT

Administrative and fiscal operations remained stable in December. Budget performance continues to track within expected parameters, and relocation expenditures remain aligned with projected costs. Core administrative systems effectively supported legal coordination, Board functions, and day-to-day staff operations.

No fiscal concerns or anomalies have been identified at this time.

LOOKING AHEAD

As we enter the new year, the PAB moves forward with a focused and disciplined agenda:

- Communicate clearly and promptly as legal developments occur
- Complete the transition to 57 St. Paul Street and fully orient staff and the public
- Stabilize daily operations while advancing strategic planning with the Board
- Strengthen transparency and public trust through clear communication and reporting
- Continue refining internal systems to improve efficiency and accountability

The months ahead will require coordination and steadiness and the organization is positioned to meet this moment with clarity, preparation, and purpose.

CLOSING REFLECTION



December required both preparation and resolve. Even amid uncertainty, our organization continued to operate with steadiness, focus, and collaboration. I am deeply grateful for our staff, for the Board's thoughtful governance, and for the continued trust of our community partners and residents.

Regardless of the legal outcome ahead, our charge remains clear:
Accountability, Transparency, Meaningful service to the people of Rochester.

Respectfully submitted,

A handwritten signature in blue ink that reads "Lesli C. Myers-Small". The signature is fluid and cursive.

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