



JOHNSON CITY POLICE DEPARTMENT

POLICE REFORM & REINVENTION

COLLABORATIVE REPORT

MARCH 2021 | Prepared by Chief Brent Dodge



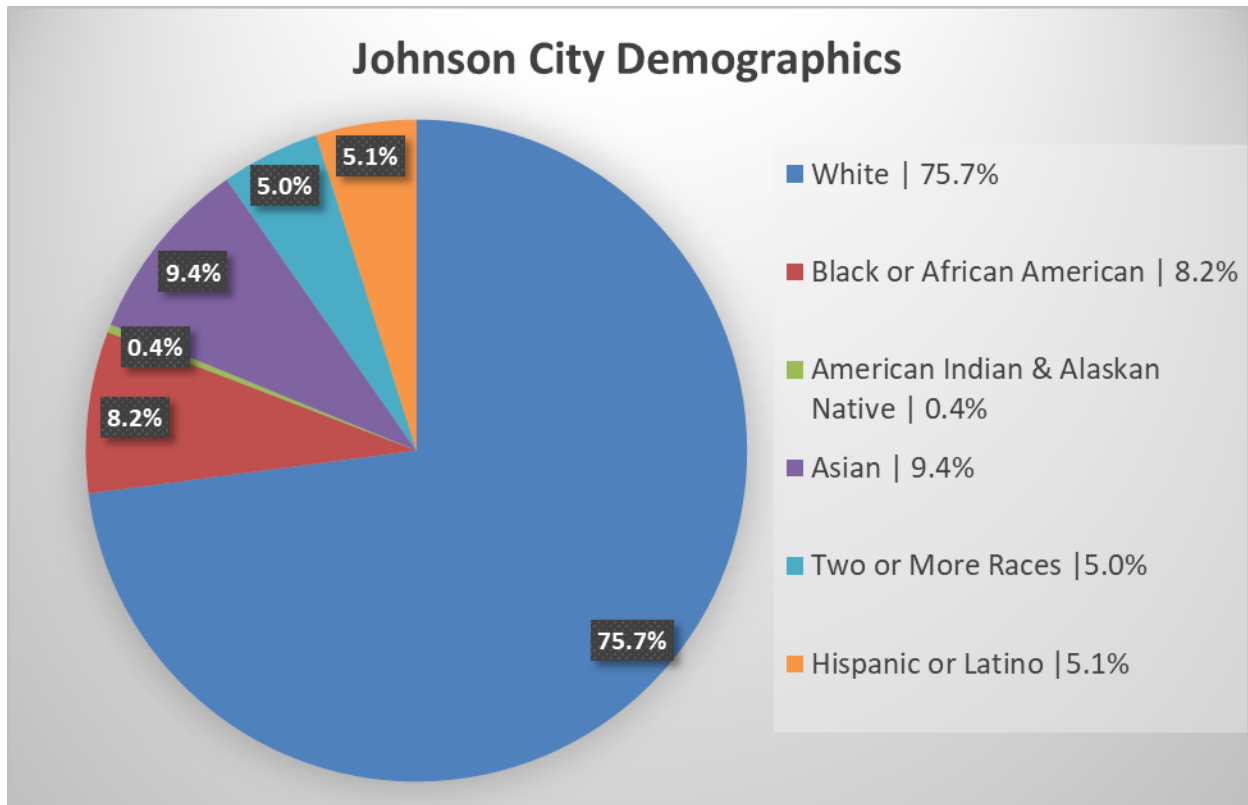
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JOHNSON CITY HISTORY & DEMOGRAPHICS



The Village of Johnson City was originally incorporated as the Village of Lestershire in 1892, and was later renamed Johnson City in 1919. Johnson City is just under five square miles in size, and had about 14,161 residents as of 2019 according to the U.S. Census Bureau. The village has become increasingly diverse in its makeup over the past two decades and has a racial makeup as follows:



POLICE DEPARTMENT INFORMATION



The Johnson City Police Department has been a NYS accredited agency since 1996 and can trace its roots as far back as 1901, and currently has an authorized sworn force of 40 officers who perform various functions with the Patrol Division, the Detective Division, and the Administration. The department's mission statement is as follows:

To learn more about the JCPD, go to:
www.JCNYPD.org



MISSION STATEMENT

The mission of the Johnson City Police Department is the safeguarding of all citizens' lives and property, the preservation of their constitutional rights, and to maintain a high standard of quality of life for all of Johnson City's residents and visitors. The police department will strive to develop a police service that meets unique neighborhood needs by combining law enforcement activities with progressive crime prevention strategies.

In recent years, under the leadership of the current Chief of Police, the department has strived to be progressive in its practices and policies in order to best serve all of the citizens who live in and visit Johnson City.



NYS POLICE REFORM AND REINVENTION COLLABORATIVE

On June 12th, 2020, NYS Governor Andrew Cuomo issued an executive order mandating that all NY municipal law enforcement agencies establish a group of community stakeholders to convene a series of meetings to examine the policies and practices of the police department and formulate a written plan to reform the department in order to increase trust and respect between them and their community, and to address any racial bias and disproportionate policing of communities of color.

Links to Executive Order and Resource Guide:

EXECUTIVE ORDER | New York State Police Reform and Reinvention Collaborative:

<https://www.governor.ny.gov/news/no-203-new-york-state-police-reform-and-reinvention-collaborative>

RESOURCES & GUIDE FOR PUBLIC OFFICIALS AND CITIZENS

https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/Police_Reform_Workbook81720.pdf



As Chief of Police for the Village of Johnson City, I volunteered to convene the process of fulfilling the Governor's order. In his order, the Governor mandated that certain specific positions are represented in the group of stakeholders. These positions include: a representative from the District Attorney's Office, a representative from the Public Defender's Office, local elected officials, police officials, and community members.

The members of our group that are elected or appointed officials include District Attorney Michael Korchak, Assistant Public Defender Jonathan Rothermel, Johnson City School Superintendent Mary Kay Roland, Mayor Gregory Deemie, Deputy Mayor Clark Giblin, and Chief of Police Brent Dodge.

The group members from the community are Terrell Shell, Matthew Cunningham, Afaidin Boldiis, Andre Hankey, Rafael Nunez, Bernardo Cruz, Amanda Lewis, and Christopher Scott.

COMMITTEE MEMBER'S BIOGRAPHICAL INFORMATION:

In alphabetical order

NO PHOTO
AVAILABLE

AFAIDIN BOLDIIS

Afaidin Boldiis is a Johnson City resident who is originally from Queens, NY. She received a Bachelor of Arts Degree in Music from Binghamton University. Afaidin is self-described as a person of color, wife, mother of four, and an active member of the community. Having been a JC PTO member and employed by the Johnson City School District for the last 7 years, Afaidin feels connected to and invested in the success and well-being of the community. Her motto is "All forward movement, change, or progress must begin somewhere."



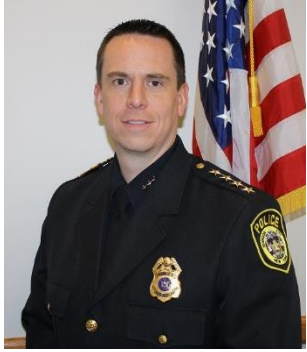
BERNARDO CRUZ

Bernardo Cruz was born in Manhattan NY but moved from borough to borough as a youth, before moving to Binghamton NY where he worked 13 years as a mentor with inner city youth at the Binghamton Boys & Girls Club. Eventually he moved to Binghamton High School for 5 years, at the time Bernardo was employed with Youth Development which was a House Authority developed program to help the struggling youth in the community where he mentored students and prepared them to be successful moving forward. After a successful stint with Youth Development Bernardo moved on with the Liberty Partnerships Program, as a Counselor/Mentor he spent a year in Union Endicott High school where he took over a program with 70 students. He prepared middle and high school level students to be college or career ready upon graduation by offering a comprehensive set of supports and services through a case management intervention model. After his year in Union Endicott he moved to Johnson City. This was the first time that the Liberty Partnerships Program was here at Johnson City School Central District. Bernardo loves interacting with students and helping them achieve their short-term and long-term goals, it has always been a passion of his.



GREGORY DEEMIE, MAYOR

Mayor Deemie was elected as a Village Trustee in 2011 before being appointed as Mayor in 2012. He was elected to his first four-year term in 2017 and is now in his second 4-year term. He is a Johnson City Alumni and works part-time for O'Brien & Gere Engineering. He is also the past President of the Association of Towns and Villages.



BRENT DODGE, CHIEF OF POLICE

Brent Dodge has almost 28 years of law enforcement experience and has been with the Johnson City Police Department for over 21 years, having been the Chief of Police for over 6 of those years. He earned a B.S. in biology from SUNY Cortland and a Master Degree in Social Science with a concentration in Public Administration from Binghamton University. Brent serves as treasurer for the Broome County Family Violence Prevention Council, and is a member of the board of directors for the Crime Victim’s Assistance Center.



CLARK GIBLIN, DEPUTY MAYOR

Clark Giblin is the Deputy Mayor of Johnson City. He is a lifelong JC resident and works as an Account Executive at Harding Brooks Insurance Agency. Deputy Mayor Giblin filled multiple roles on our committee as he is not only an elected official, but he serves on the board of directors for both the YMCA of Broome County and Mothers and Babies Perinatal Network.



ANDRE HANKEY

Andre Hankey was born and raised in Brooklyn, NY. He attended Binghamton University in 1997 as a Basketball Scholarship recipient and received a B.S. in Human Development, a Master in Social Sciences and a Master in Social Work, all from Binghamton University. Andre has been a resident of the Village of Johnson City since 1998 and he is married with two children who attend the Johnson City Central School District. Andre has worked as a Social Worker for the Johnson City Middle School since 2014, and has coached boys modified basketball and the Unified Basketball team for Johnson City School District.



MICHAEL KORCHAK, DISTRICT ATTORNEY

Mike Korchak was sworn in as Broome County District Attorney on January 1, 2020 having served as a prosecutor for over 22 years in Broome and Bronx Counties. A graduate of Holy Cross College and Pace University Law School; Mike’s 30 + year legal career also includes private practice concentrating in criminal defense and family law. Mike has also served as Town of Union Judge.



AMANDA LEWIS

Amanda Lewis is a person in long term recovery determined to help individuals with substance use disorders. After Amanda's addiction took hold of her life for a little over six years, she found her path; helping people who have the same disease she does. Amanda's career choice in the chemical dependency field transpired from her own substance use disorder. Amanda has completed an Associate Degree in Individual Studies with a concentration in chemical dependency counseling and is finishing with a Bachelor's Degree focused on forensic psychology. She is currently employed at the Addiction Center of Broome County and has been a certified recovery peer advocate in two different counties, Broome and Tompkins County. Amanda is employed through the COOCLI (Combatting Opiate Overdose Through Community Level Intervention) grant where she has collaborated with local law enforcement agencies to break down the stigma surrounded with the individual with a substance disorder and the officers within the police departments. Amanda receives referrals from five different police departments in Broome County along with other outside agencies.



RAFAEL NUNEZ

Rafael Nuñez has been a Johnson City resident for the past 18 years. He is a teaching assistant for the Johnson City Central School District and this is his 5th year working for the district between grades K-5 and 6-8. His job consists of working with the student support team and he takes every opportunity to communicate with students and their parents to ensure their needs are always met. His goal is to help keep Johnson City a community that is inclusive.



MARY KAY ROLAND, SUPERINTENDENT OF JC SCHOOLS

Mary Kay Roland has served as Johnson City Central School District Superintendent of Schools for 15 years and has served the district as a teacher, building administrator, and district administrator over the past 48 years. Born and raised in Johnson City, she graduated from SUNY Oneonta with a Bachelor's Degree in Social Science and Marywood University with Master's Degree in School Leadership. She has committed to providing an excellent education that serves the needs of all students in Johnson City. Under her leadership, Johnson City Schools have become part of the community school movement which has forged strong relationships with many community agencies that support our students and their families.



JONATHAN ROTHERMEL, SENIOR ASSISTANT PUBLIC DEFENDER

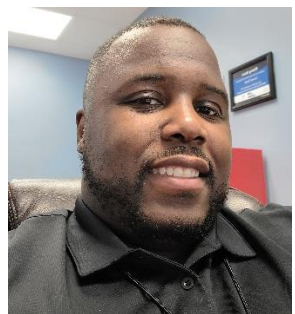
Jonathan L. Rothermel Esq. is a Senior Assistant Public Defender with the Broome County Public Defender’s Office. Jon graduated from St. Bonaventure University in 2005 where he was an Honors Graduate, completing his Bachelor of Arts in Political Science with a minor in Sociology. He earned his Juris Doctorate at the Western New England College School of Law in 2008. Jon was admitted to the New York and Maryland bar in 2009, and started working for the Broome County Public Defender’s Office as soon as he was licensed. He was admitted to practice in the Northern District of New York in 2010, and the United States Supreme Court in 2019. Jon is currently one of the Training Directors for the Broome County Public Defender’s Office. Jon previously spent over five years as the Assistant Public Defender assigned to the Village of Johnson City Court.



CHRISTOPHER SCOTT

Christopher Scott was born and raised in Binghamton, New York. He joined the Addiction Center of Broome County, Inc. in 2017 as a Center of Treatment Innovation Certified Recovery Peer Advocate. In this role, Chris worked with Tioga Probation, teaching probationers cognitive behavioral skills in a group entitled “Thinking for Change.”

He joined a White House Office of National Drug Control Policy grant “Combatting Opioid Overdose Community Level Intervention” initiative, where he partners with most law enforcement agencies in Broome County to assist our community’s most vulnerable members with accessing services. Chris leads a Peer Supervision Group at the Addiction Center of Broome County, helping newer peers gain skills needed to be successful in the field. He is a trainer of Mental Health First Aid. Chris is presently attending Broome Community College, maintains a 4.0 and is the recipient of 4 scholarships. Chris is passionate about helping others and diversity, equity, and inclusion. In his free time, he enjoys being with his family.



TERRELL SHELL

Terrell Shell graduated from Monroe Community College and is the Store Manager at Walmart in Johnson City. Terrell is results driven and is an inclusion thought leader.

It is obviously critical to the mission of both the police department and this reform collaborative to have substantial input from people of color in our community. Countless national surveys have already revealed that the police have historically had overwhelming trust and support from white residents. Since the focus of this collaborative is primarily to increase trust and respect between police and minority groups, and all of the mandatory elected and appointed officials in the group are Caucasian, it was critical that the other members of the group be people of color who can bring their experiences and perspectives to the table. Any positive outcome would be impossible without their contribution, and I want to thank them for their willingness to volunteer their time in an effort to strengthen our community.

In addition to thanking the rest of the group members for their time and participation, I would like to specifically thank JC Superintendent Mary Kay Roland, who in addition to participating in the panel, administrated our community survey, produced advertising posters, offered up appropriate meeting space, technical expertise, and helped me connect with several of our group's community members.

DEDICATION | Matthew Cunningham

The committee collectively decided to dedicate this collaborative effort and resulting report to the memory of committee member Matthew Cunningham. Chief Dodge approached Matt and asked him to serve on the reform committee in the Fall of 2020. Matt was an ideal



candidate with a unique and very valuable perspective. One thing that made Matt unique was the fact that he was born and raised here in Broome County and had spent over 50 years here as a person of color and witnessed firsthand the history of the area and how things have changed and he was able to directly observe over a half century of policing in this community. The other thing that made Matt so valuable to the committee was how invested he was in our community. Matt's wife works at Village Hall, and they have raised two children here in Johnson City, one of whom is still attending the high school. In addition to readily volunteering to serve on our committee, Matt also volunteered his time coaching youth sports and working on the Johnson City Field Days committee, and he was a member of the Village planning board.

Sadly, Matt contracted Covid 19 just after our committee was formed. Matt's condition worsened and he passed away due to the virus shortly before our second meeting.

Not only did the committee lose a man with invaluable perspective and experiences, but the community lost a good family man with a strong sense of community and civic duty. Matt Cunningham will be missed by many and the committee would like to dedicate this effort to his memory.

MEETING SUMMARIES

1ST
12/2/20

Our first meeting was held on December 2nd, 2020 at the Johnson City High School. That meeting was attended in person by Superintendent Roland, APD Rothermel, and Chief Dodge. The rest of the group attended virtually due to COVID concerns or scheduling restrictions. After the obligatory introductions, the meeting predominantly centered around questions from the group to Chief Dodge regarding diversity and implicit bias training, and the handling of the drug problem and mental health calls. This provided Chief Dodge with the opportunity to go into some detail about various progressive initiatives that the department is already involved in, such as the partnerships with ACBC, MHASt, and RISE.

The group also brought up the importance of community involvement, which led to the Chief talking about some of the many community events that the department participates in and/or sponsors. This then caused the group to steer the conversation towards the department's marketing and promotion of its involvement with these initiatives. The group members expressed how surprised they were that the department was involved in so many positive things that they had never heard about. They overwhelmingly held the collective opinion that the department needed to do more to promote this positivity through increased use of social media platforms.

The group expressed other ideas regarding the importance of focusing on Johnson City's minority youth as the foundation for building trust with minority families. Included in this discussion was increasing the participation of officers with events and visits at school functions, and initiating a program where the School Resource Officer brings in various patrol officers to introduce them to students and allow them to interact on a personal level in an environment where the students already have a sense of safety and security.

During the conclusion of the meeting, members discussed the dissemination of written materials such as the NYS reform collaborative resource guide and specific JCPD policies. Chief Dodge was able to electronically send the group the guide along with the JCPD general order manual table of contents and requested policies on Administrative Investigations, Community Relations, and Use of Force.

2nd

1/6/21

The second meeting was held virtually on January 6th, 2021. The meeting started with questions about the typical number and nature of personnel complaints received by the department. Chief Dodge compiled some data about personnel complaints received from 2017 through 2020 and emailed the information to the group the following day.

The group expressed interest in creating a survey to try to disseminate to the public with emphasis on the minority community to attempt to gauge how they perceive the police department and to try to identify areas of weakness to address. Members agreed to bring potential survey questions to the next meeting. Chief Dodge and Afaidin Boldiis had a private conversation the following day about reaching out to the minority community. Chief Dodge shared contact information for members of the Islamic community and the NAACP with Afaidin and she agreed to reach out to them along with local churches to try to identify African American groups to reach out to as well as learn more about their perceptions of the police department.

The group also spent considerable time discussing various ways to try and increase trust between minorities and the department. Several topics introduced included recruitment of more minority officers and increased positive police interaction with school students both in and out of school. With respect to the recruitment of minority officers, group members were in agreement that there should be a focus on reaching out to younger school aged children in the middle and elementary schools. Superintendent Roland suggested JCPD participation in career days.

3rd

1/20/21

The third meeting was held virtually on January 20th, 2021. Afaidin Boldiis started things off by reporting on her success with reaching out to various minority-based groups. She was able to make contact with the NAACP, the Islamic Organization of the Southern Tier and she identified several churches in the area that had significant numbers of black congregation members which included some people from Johnson City. In all, committee members reached out to several churches, including the House of Worship church, River of Life, Calvary's Love, and Grace Tabernacle. Some of those organizations were interested in promoting the survey however not all chose to participate.

The remainder of the meeting was focused on developing a survey to be disseminated to the public in order to gather data on the public's perception of what the department is and should be. The group was able to reach a consensus on the survey format and content. Chief Dodge agreed to write up a draft of the survey which would be sent to Superintendent Roland to be developed further on Survey Monkey. The group's plan is to utilize the JC school district contact list, social media, press release to various tv and radio stations, and public posting of flyers containing smart phone QR code links in places such as DSS and houses of worship as a means of distributing the survey to the public.

4th

2/3/21

This meeting was held on February 3rd, 2021 and the committee discussed the timeline for the community survey in light of the overall deadline for the plan. The committee also discussed major items to be addressed by the plan. The main themes were:

- Training (Diversity and Implicit Bias)
- Recruitment of minorities into the police department
- Increasing interactions with youth in the schools to build relationships and trust

5th

2/17/21

This meeting was held on February 17th and its main focus was to discuss the results of the public survey. Many observations were made about the survey results. It was noted that the satisfaction scores were relatively high and the comments were predominantly positive. Some discussion centered around the low Black/African American response number (12 people), and reasons for why this might have been. The general consensus was that many black citizens may feel that their voice will not change anything so they were not motivated to participate. The group's feeling was to try and combat this through future community engagement and continuing surveys.

It was also apparent from the survey that the majority of respondents wanted to see more police presence and increased community engagement.

LEGISLATIVE REFORM

In 2020, state lawmakers passed a series of legislative reforms aimed at improving the quality of policing throughout New York State. The Johnson City Police Department is in full compliance with these reforms, and in fact, had implemented many of them long before this legislation existed.

NYS	REFORM ITEM	DESCRIPTION	JCPD ACTION	STATUS
NYS Reform 1-S8492	Civil penalties for filing false reports on a member of a protected class	Establishes civil penalties for falsely Summoning a Police Officer when there is no reason to believe a crime, offense or threat has been committed involving a member of a protected class. (Effective June 13 th , 2020)	Will thoroughly document any such incidents and provide evidence for any cases of this nature	Complete
NYS Reform 2-S2575-B	Require police officers to report the discharge of weapon	Requires a police officer or peace officer (whether on or off duty) who discharges his or her weapon under circumstances where a person could be struck by a bullet to verbally report the incident within six hours, and file a written report within 48 hours. (Effective September 13 th , 2020)	This was already a longstanding policy of the department	Complete
NYS Mandate 3-S2574-B	Require the reporting of police acts or omissions resulting in a person's death to the Office of Special Investigation	Establishes the Office of Special Investigation within the Office of the Attorney General which will have investigative authority and criminal jurisdiction for any incident involving the death of a person caused by an act or omission by a police officer or a peace officer employed as a corrections officer or contracted by an education, public health, social service, parks or housing agency. Where an investigation concludes that the death involved criminal conduct, the office will be empowered to prosecute any such alleged offenses. (Effective April 2021)	We are ready to comply if such an incident occurs	Complete
NYS Mandate 4-S6670-8	Ban Chokeholds	The Eric Garner Anti Choke Hold Act creates the crime of aggravated strangulation (making it a Class C felony) and establishes criminal penalties for a police officer who uses a chokehold that causes serious physical injury or death (Effective June 12, 2020)	Choke holds were already prohibited by our Use of Force Policy	Complete
NYS Mandate S-S6601-A	Require Medical Response for Arrestees	Affirms an individual's right to Medical and Mental Health attention while under arrest or otherwise in custody of a police or peace officer. Failure to provide reasonable and good faith medical assistance could result in a cause of action against the officer, representative and /or entity. (Effective June 15 th , 2020)	Prompt medical attention to all persons in custody was already a longstanding part of our policy	Complete
NYS Mandate 6-S1830-C	Require Policing Statistics be reported to the Division of Criminal Justice Services	Requires courts to compile and publish data concerning arrests and court proceedings involving low-level offenses such as violations and traffic offenses. Such report will include aggregate and anonymized demographic information such as race, ethnicity and sex. This bill requires police departments to submit annual report on arrest-related deaths to the Department of Criminal Justice Services, as well as the Governor and State Legislature. (Effective December 12, 2020)	We are already in compliance	Complete
NYS Mandate 7-S3253-A	Recording of Law Enforcement activity	Provides that a person not under arrest or in the custody of a law enforcement official has the right to record police activity and to maintain custody and control of that recording and of any property or instruments used by that person to record such activities. A person in custody or under arrest does not, by that status alone, forfeit such right to record. (Effective July 13 th , 2020).	We established this as policy in 2016	Complete

USE OF FORCE POLICY

There has been a lot of discussion nationally surrounding various elements related to use of force in recent years. High profile tragic incidents related largely to the deaths of black men involved with the police have initiated a lot of discussions, policy changes, and legislative changes concerning police use of force.

The Johnson City Police Department has been very proactive in updating and modifying their use of force policy, making it one of the more progressive policies in the country. The Chief has modified the policy 11 times in the past 6 years in an effort to serve the best interests of the public, and to make the policy as constitutional and just as possible. Some of the important changes to the policy include:

- DE-ESCALATION – Officers are required to immediately de-escalate force when resistance decreases
- DUTY TO INTERVENE – Officers are required to intervene against another officer if they observe excessive force being used. They are also required to report any such instances observed to a supervisor in writing
- CHOKE HOLDS – Officers are banned from using neck restraints, commonly referred to as “choke holds” or any tactic intended to cut off a subject’s airway or blood flow to the head unless deadly physical force is necessary. This would include kneeling on a person’s neck
- MEDICAL ASSISTANCE – Officers are required to provide timely medical assistance to any subject injured as a result of a use of force incident
- WARNING SHOTS – Officers are prohibited from firing warning shots
- SHOOTING AT VEHICLES – Officers are prohibited from shooting at vehicles that are fleeing a scene or moving away from an officer

Use of Force Reporting

Under our policy, all use of force incidents must be reported via a Subject Resistance Management Report. The Johnson City Police Department uses the most progressive definition of a use of force incident for the purposes of use of force reporting, which includes any force used against a subject beyond unresisted handcuffing.

Every use of force incident is reported, reviewed by a shift supervisor, and sent to the head of the detective division for investigation. The Detective Lieutenant’s investigation is then sent to the Administrative Captain for review. This lengthy process was put in place to increase legitimacy and it helps to ensure that every incident is thoroughly examined by high ranking administrators who are as separated from the officers involved as possible.

The use of force policy is open to the public via the JCPD Website:
www.JCNYPD.org/use-of-force-policy



ACCREDITATION

The NYS Department of Criminal Justice Services administers an accreditation process wherein law enforcement agencies must prove to a team of state inspectors that they are in compliance with 110 parameters established by the state in order to achieve status as an accredited agency.

The NYS Law Enforcement Accreditation Program provides formal recognition that an agency meets or exceeds general expectations of quality in the field. The program has four principal goals:

- To increase the effectiveness and efficiency of law enforcement agencies utilizing existing personnel, equipment and facilities to the fullest extent possible;
- To promote increased cooperation and coordination among law enforcement agencies and other agencies of the criminal justice system;
- To ensure the appropriate training of law enforcement personnel; and
- To promote public confidence in law enforcement.

In essence, accreditation acknowledges the implementation of policies that are conceptually sound and operationally effective. The cornerstone of the Accreditation Program lies in established standards that contain a clear statement of professional requirements.



Agencies participating in the program conduct a thorough analysis of their organization to determine how existing operations can be adapted to meet established standards. When an agency adopts policies and procedures that meet the standards, a team of independent professionals conducts an on-site assessment to verify that all applicable standards have been successfully implemented. This process culminates with a decision by the NYS Law Enforcement Accreditation Council that the agency is worthy of accreditation.

Benefits of achieving accreditation:

The New York State Law Enforcement Accreditation Program enables administrators to strengthen existing procedures while simultaneously creating a solid foundation for the agency's future. The benefits of accreditation include:

- Independent confirmation that policies comply with professional standards
- Assurance of fair recruitment, selection and promotion processes
- Diminished vulnerability to civil lawsuits and costly settlements
- Enhanced understanding by agency personnel of agency policies and procedures
- Greater administrative and operational effectiveness
- Greater public confidence in the agency

The impact of the Accreditation Program stems from the profound commitment that New York law enforcement executives have made to professionalism and from their desire to provide the best services to the communities that they serve.

Only 31% of police agencies in NYS are accredited. As stated earlier in this plan, the Johnson City Police Department has been NYS accredited since 1996. Accredited agencies undergo the re-accreditation process every five years. We were last re-accredited in the fall of 2016, and we are on track to resubmit for re-accreditation in 2021.

COMMUNITY SURVEY



Our committee's method for seeking input from the community was to produce and promote an online community survey in order to determine their public safety needs and perception of the department. The community utilized a variety of methods to promote the survey in an effort to get as many responses as possible.

The survey link was promoted through the following means:

- ✓ Press release to all of the main local media sources such as television stations, radio stations, and the newspaper
- ✓ Posting at multiple churches in the area with substantial minority congregations
- ✓ Posting at multiple Main Street businesses, including minority owned barber shops and corner stores
- ✓ Posting at DSS, ACBC, and the Public Defender's Office
- ✓ The JCPD website and social media pages
- ✓ The JC Schools parent email list

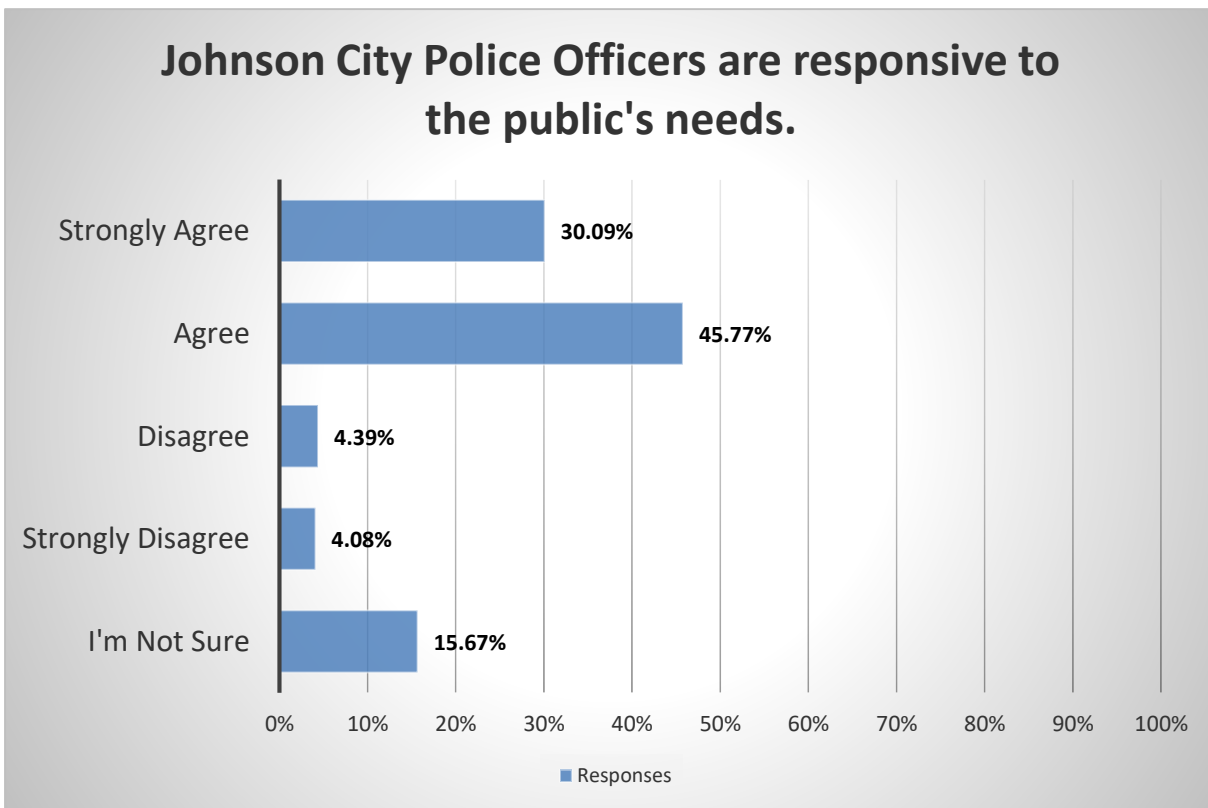
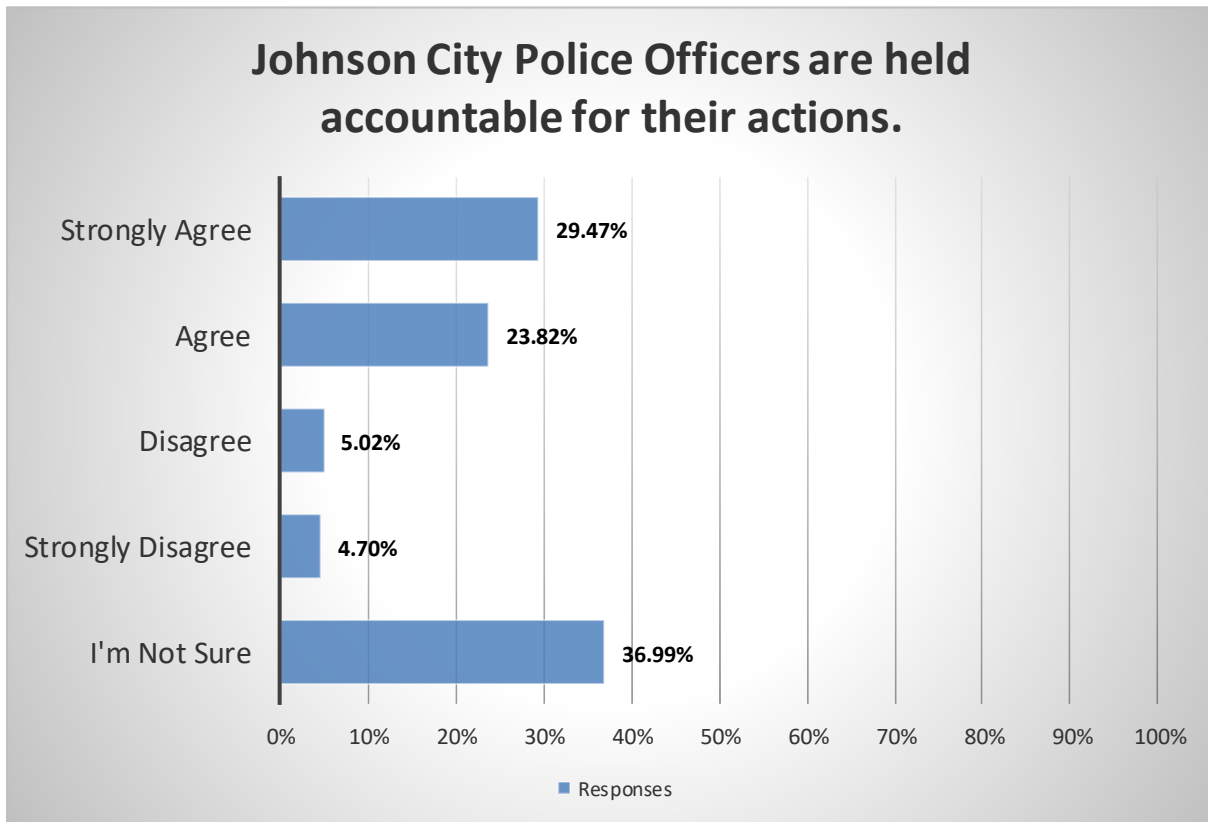
The survey yielded 319 responses from the public. Those respondents reported:

- 80% were Village residents
- 2/3 female
- 92.5% White, 3.8% Black, 1.6% Latino, 1% Asian

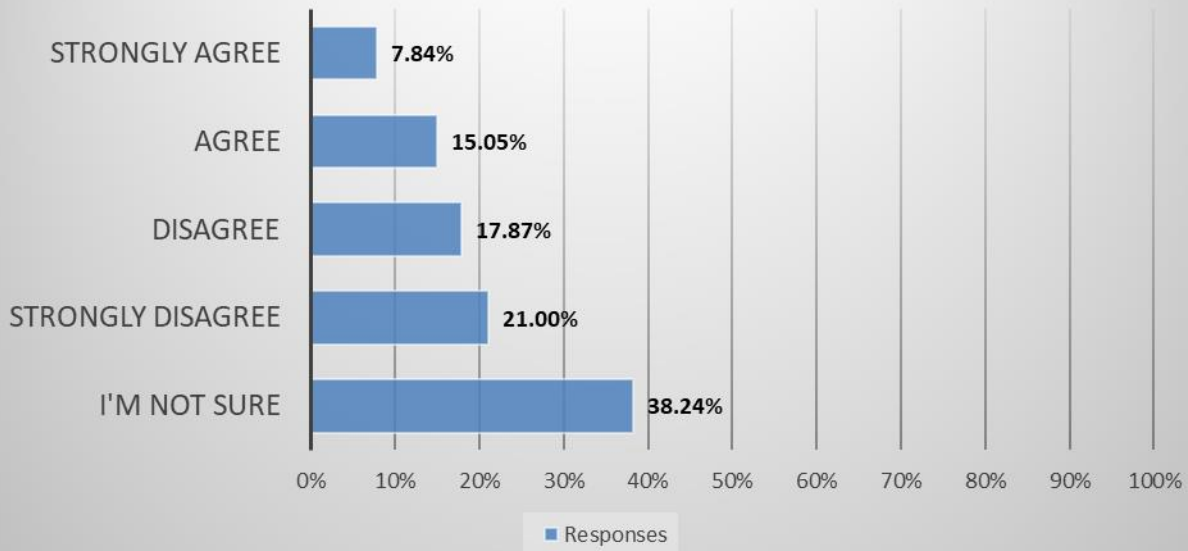
The survey results clearly indicate a general positive satisfaction with the police department. The respondents who reported an overall positive outlook with respect to the department far outnumbered those who held a negative outlook.

The survey questions and responses are detailed on the following pages:

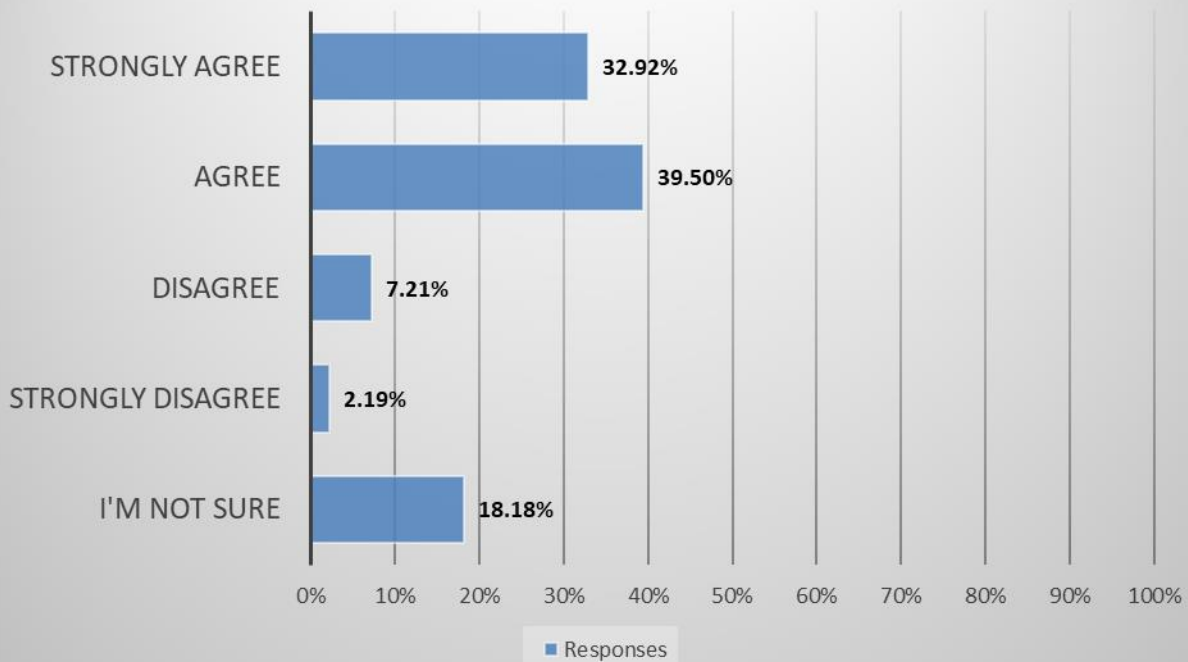
Survey Response Data



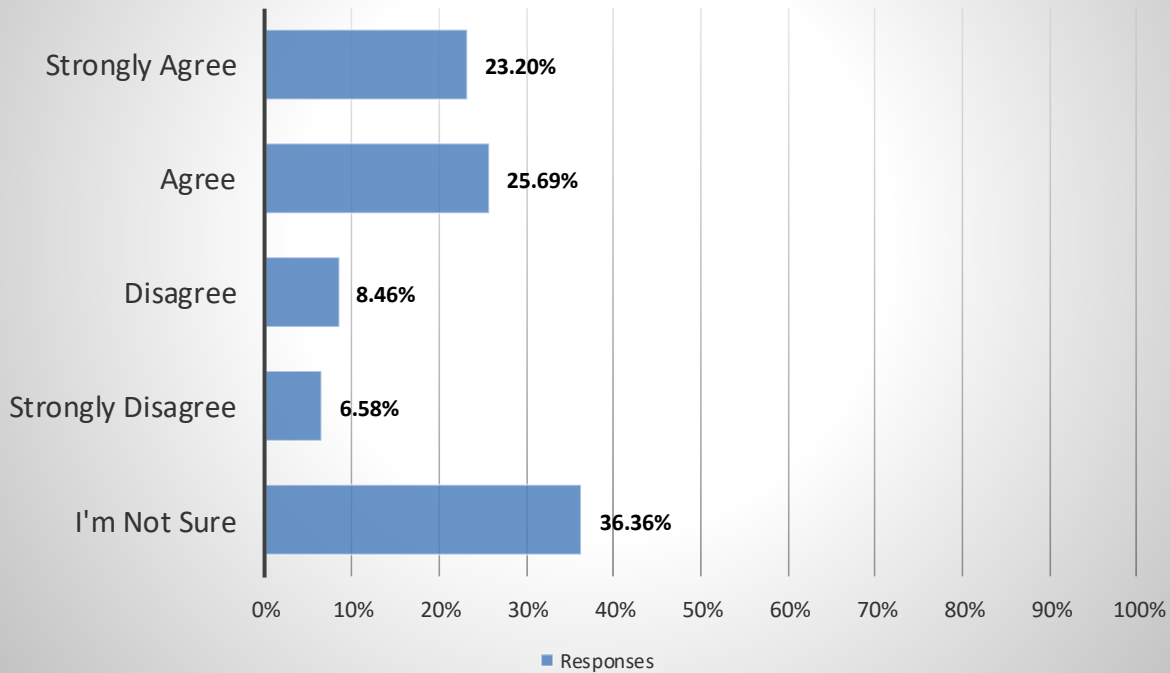
Johnson City Police Officers are biased in their interactions with certain groups of people.



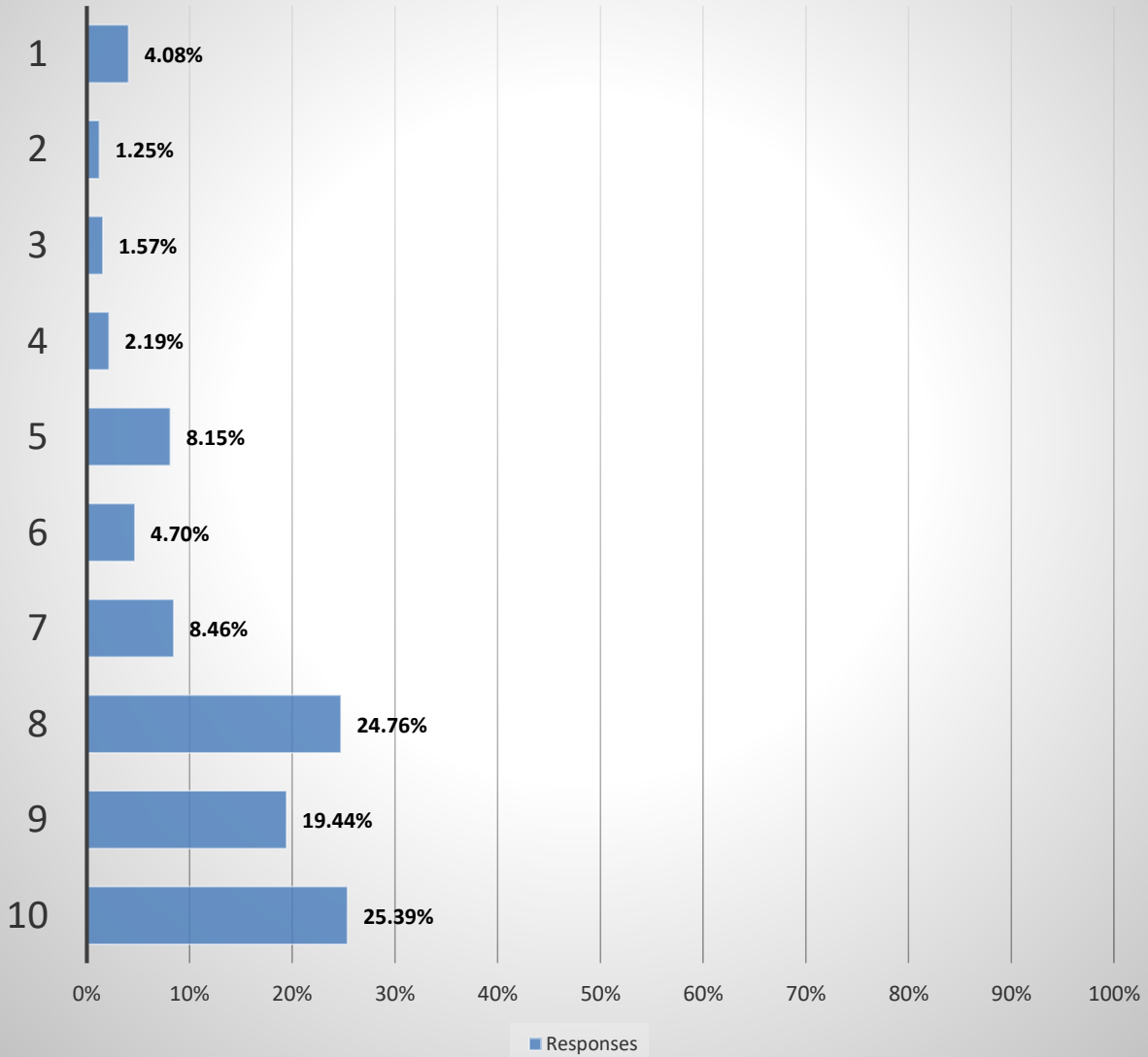
Johnson City Police Officers strive to have a positive impact on the community.



If you file a complaint against a Johnson City Police Officer, you are confident it will be heard and reviewed objectively.



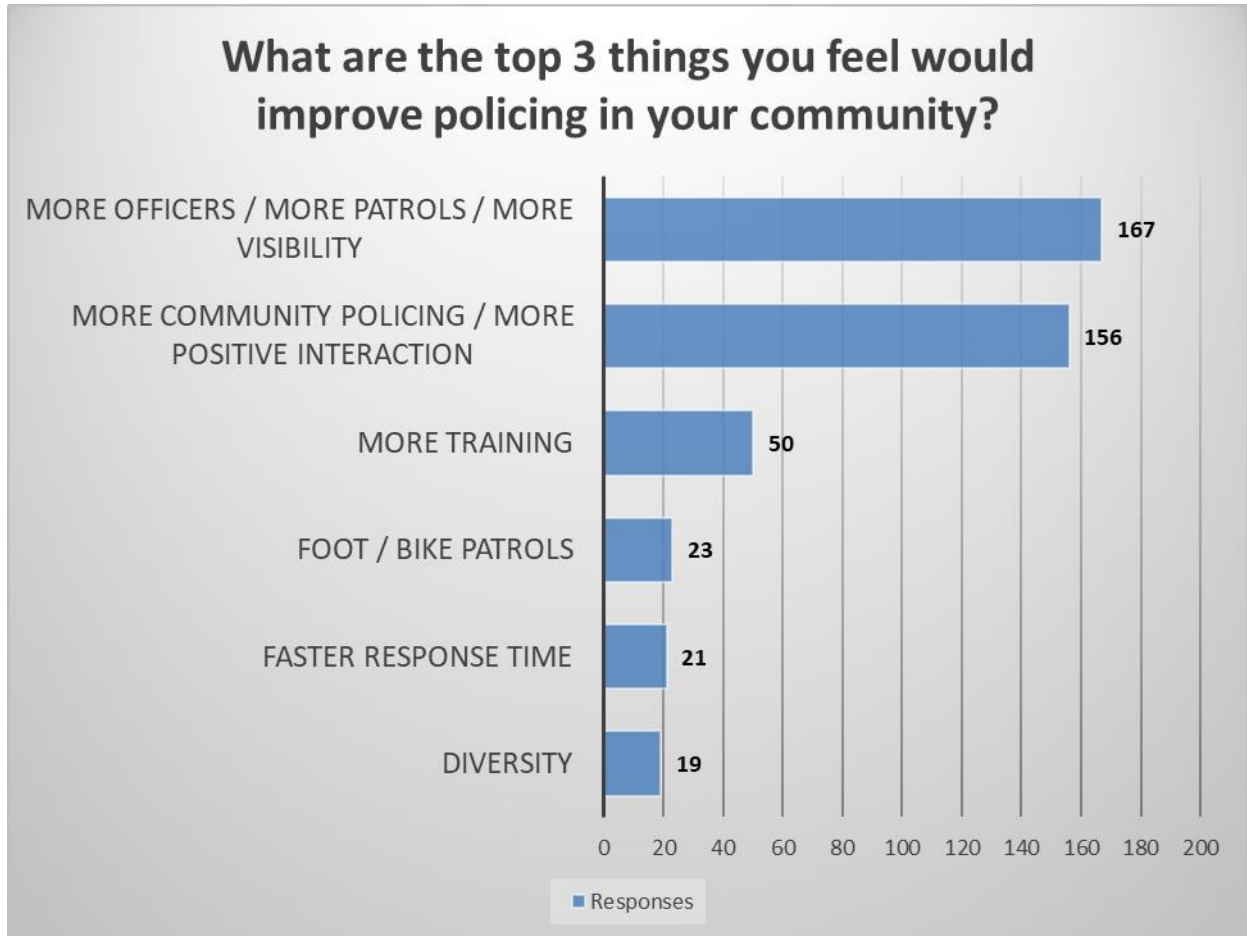
On a scale from 1 to 10, how satisfied are you with the Johnson City Police Department? (1=Not at all satisfied, 10+Extremely satisfied)



AVERAGE SCORE	7.8
MEDIAN SCORE	8.6
MODE SCORE	10

Things that could improve policing in our community

Perhaps the most useful question with respect to the purpose of the Police Reform Collaboration was the open-ended question wherein we asked respondents to list three things that could improve policing in our community. We received 801 responses to this question. The most common responses were:



There were several important themes imbedded within these categories such as increased communication, drug enforcement, and increased interaction with our youth. This plan will address these items individually in a manner that educates the public as to how the department has already been handling these topics, and what the department plans to do in order to improve in these areas.

More Officers / More Patrols / More Visibility

It was interesting to see that amidst a national climate wherein we are hearing increased outcry for the defunding of police and a reduction of the types of incidents that are handled by police, the most popular response in our survey was to increase the number of officers, patrols, foot/bike patrols, and overall visibility. Even some of the other popular answers such as more community policing and faster response times are a function of increasing the number of officers. When shift manpower is at a minimum, officers spend more time going from call to call and handle larger caseloads which leaves less time for interacting with the public and attending public functions. Also with fewer officers, incoming calls for service tend to get backed up which leads to increased response times.

Unfortunately, given the current economic trend, municipal budgets are extremely tight which limits the number of officers in the department. The department was able to secure funding through the federal COPS grant three years ago which allowed for the hiring of two additional officers. These positions were dedicated to the Community Action Team (CAT unit). The negative side of this funding is that it only lasts for three years, and it only reimburses the Village for 50% of the cost of the officers. It remains to be seen whether or not the Village will assume the full cost of these officers beyond the fast approaching end of the grant.

In light of these facts, it seems likely that we are going to have to do the best we can with what we have for the foreseeable future.



More Community Policing / More Positive Interactions

The public’s desire for more community policing, community outreach, and positive community engagement was a large part of the responses we received. Amongst those responses was a specific request to increase our engagement with the schools and the youth.

The Johnson City Police Department has worked hard during the tenure of the current Chief of Police to find new ways to connect with the public in a positive manner. Our department maintains a fairly active Facebook page with over 14,000 followers on which we try to focus on positive community engagement. A review of our Facebook posts over the past several years revealed our participation in the following events:

HCA Holiday Party with Police Santa	Broome County CHOW Food-a-Bago
Holiday parade (Grinch character arrested)	Participation at JC schools for 1st responder appreciation
SRO Perseverance awards - on going	Battle of the Badges blood drive
Shop with a Cop	Car seat safety checks
Broome County Toys for Tots	National Night Out
Fill-the-Cruiser Toy Drive	Family Fun Night at CFJ park
No-Shave November/ Double Down December	Cops on Top - raise money for Special Olympics
Jay Cee Elf, our police officer elf on the shelf	Special Olympics torch run and Polar Dip
Peace day at CFJ Park parade	Reading to elementary school students
Catholic Charities Turkey Drive	National Police Week - mall displays/raffles/demonstrations
Trunk or Treat	Road to Hope bike ride to DC
School supply drive	JC LEAP program
Birthday parades for children	Officers attended after school program at the Bridge
Autism Awareness campaign	Actively participate in other local charities (cops 4 cause etc)
Donated Patrolman DW Smith's former patrol car to discovery center and worked with them to establish a law enforcement exhibit	CAT Unit community meetings
David W. Smith Memorial 5K Race	Bike patrol
K9 demonstrations	"World of possibilities " at JC schools
Surprise breakfast for JC basketball team	Family enrichment student station tour
Officer visits at neighborhood block parties	School backpack giveaway
Chat with the Chief	St James Bike day
Halloween safety	Lunch with the law
Police Station Tours with various groups	Mothers and Babies Safe sleep fundraiser

This is by no means a comprehensive list of our efforts to connect with the community. These events listed are simply those that we took the time to post on our Facebook page in the past few years. The department has participated in many other events and functions that we did not promote on social media.

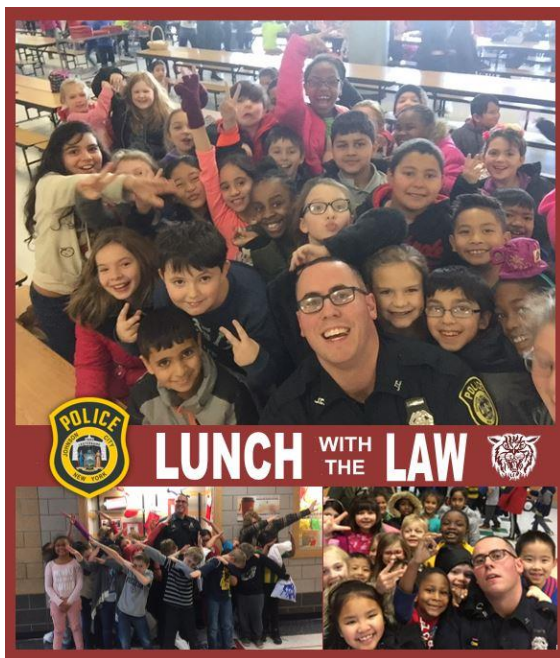
One of the issues identified and discussed by the Committee is the fact that the police department needs to do a better job of promoting itself and informing the public about all the various ways we are working to engage with the public and to build trust and legitimacy within the community. Amongst the solutions discussed were:

- Increased social media coverage of positive initiatives
- Increasing social media platforms to better reach youth
- Increasing the scope of department programs promoted to the public



In response to these suggestions, we have increased our social media platforms to include Twitter and Instagram, and we are looking for opportunities to be more intentional about promoting positive community connections.

Another reoccurring theme that was presented through the survey under the broader category of community policing was the suggestion of connecting with youth, and connecting with the school district. While the department has done much to try to do both of those things, there is always room for some improvement. One obstacle that has caused some



setbacks with regards to connecting to youth and the schools has been the COVID pandemic. At home learning and mandatory social distancing has prevented many school and other extracurricular activities and significantly diminished the department’s ability to interact with students. Some examples would include lunch with the law, and the cancellation of our annual trunk or treat and national night out events last year.

Once limitations are lifted and things resume a more normal course, the plan is to breathe new life into some old programs, and to start several new ones in an effort to help build a relationship and familiarity with the uniform and our officers as people.

Examples include:

- Resume the lunch with the law program, where officers visit the school cafeterias and have lunch with younger students
- Participate in career days at the school
- Continue the School Resource Officer program to continue the building of positive relationships with students
- Utilizing other officer visits to the school to have the SRO make introductions to further expand the student’s familiarity with a variety of officers

Two other areas of focus mentioned in the survey where the JCPD is proactively engaging with the community is Domestic Violence prevention and substance abuse prevention.

Partnership with ACBC

Our department has been partnered with the Addiction Center of Broome County (ACBC) for almost two years. The first leg of this partnership was the opioid user referral program. Whenever an officer has contact with someone that has a drug addiction issue, they record that person's name and contact information on a referral list, which is then sent to ACBC so their counselors can reach out to the person and get them connected with services.

We are currently in the process of expanding on that partnership to include having ACBC counselors ride along with the CAT unit once per week to conduct home visits to people who have recently overdosed in an effort to get them connected to services. These services can



include safe housing, assistance with utilities, clothing, food, and mental health and substance abuse counseling. This proactive partnership is designed to help those people on the fringe of society so that they can become more productive citizens and be less likely to commit crimes and victimize other Village residents and businesses.

Partnership with RISE

The other area mentioned above as well as by several comments in the survey was domestic violence. The Johnson City Police Department responds to almost 800 domestic violence calls every year. While officers are trained in how to handle these calls, we have also taken a much more proactive step in helping to curb this problem.

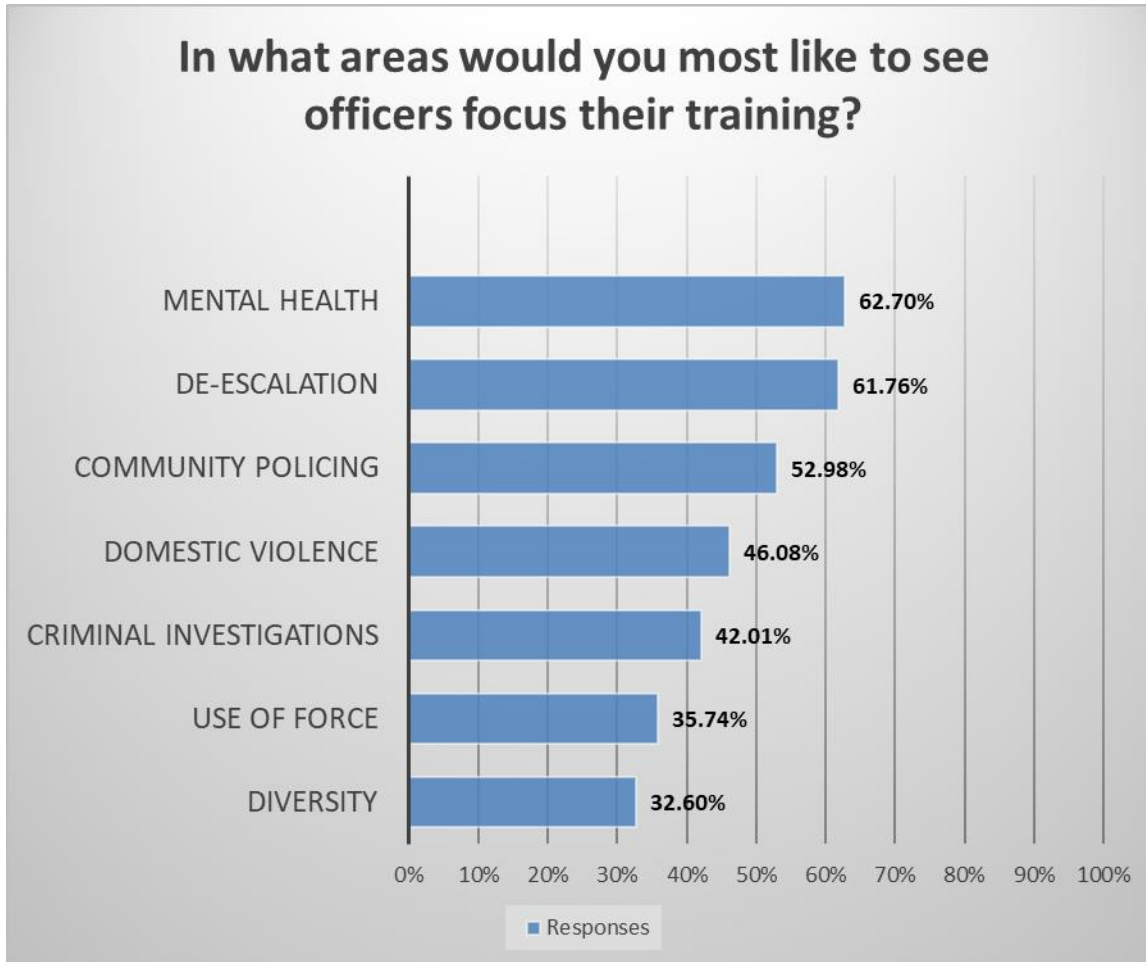
Our department formed a partnership with RISE (our area's domestic violence services provider) in October of 2019. As a result of this partnership we were able to secure a grant through the Department of Justice which allowed RISE to place a domestic violence victim advocate within our station. The advocate rides along with officers on patrol two days per week to assist us with any domestic violence related calls, and reviews all of our domestic violence reports and follows up with victims who need counseling, help connecting to services, navigating the criminal and family court systems, and legal advice. The advocate also provides ongoing training to officers to better equip them to help victims and end the cycle of violence that many live in.

Our plan moving forward is to continue these partnerships and to try to assist our partners in securing funding so that these initiatives can be maintained.



More Training

50 of the responses from the public indicated that they felt more training would help improve the department. The graph below illustrates how the respondents prioritized training topics.



Typical police training for a new officer consists of about 6 months in the police academy followed by another 3 months of field training before an officer can work the street alone. Officers receive a wide array of training in the academy ranging from emergency driving, firearms, use of force (which includes de-escalation), to first aid, mental health, and diversity training.

After the academy, each of our officers receives another week of annual in-service training where they “brush up” on some of the previously learned topics, and are exposed to some newly developed, more modern topics. This past year for example, officers at in-service received additional training in:

Disability	De-escalation
Suicide Prevention	Principled Policing
Diversity	Procedural Justice
Mental Health	

Most of the public comments regarding training centered around the perceived need for more mental health training. The Johnson City Police Department has received a high enough level of mental health training to qualify them for certification under the IACP's One Mind Campaign. This means that in addition to the mental health training in the police academy and during annual in-service training, 20% of our officers have been certified in a 40 hour Crisis Intervention Training course, and the remaining 80% have been certified in the 8 hour Mental Health First Aid course.



Partnership with MHAST

In addition to all of this mental health training that we have, our department also has an ongoing partnership with the Mental Health Association of the Southern Tier (MHAST), who not only assists us with training, but also responds to mental health calls alongside officers when available to lend their expertise in peacefully resolving difficult mental health calls.



Another area of training that was called for several times in the survey (and also previously discussed by committee members) was implicit bias training. This is admittedly one area of training that has been neglected up to this point. Fortunately, a committee member had knowledge of an online implicit bias training course offered through Cornell University. The process of implementing this training for all officers is currently underway, and part of this plan is to ensure that all officers receive this initial implicit bias training along with periodic refreshers in the future.

Foot & Bicycle Patrols

23 of the comments we received on the survey were directly related to respondents wanting to see more foot and bicycle patrols. Foot and bike patrols are a proven means for increasing officers' public interactions and helping the community feel more connected to the police department. The Johnson City Police Department does have five officers that are bike patrol certified. The challenge presented by these means of patrol is that an officer's ability to respond to calls is greatly limited when they are not in a patrol car. When manpower is at minimum (which is the norm), having officers on foot or on bikes can substantially increase response times.

The plan moving forward is to seek community policing grant funding to try and staff additional officers during peak times of activity to patrol the downtown area on foot or on bikes. If no funding is awarded, then we will expand our overtime spending to fund some additional patrols to the extent we can afford under our budget.



Response Time

The next most popular suggestion in the survey was to decrease response times to calls for service. Response time is largely a function of staffing levels, which was addressed earlier. Unfortunately, as long as manpower levels remain where they are, response times are not likely to change. That being said, since we are responsible for a relatively small geographical jurisdiction, our response times are generally very good and much faster than the more rural and suburban areas that surround Johnson City.

DIVERSITY

Another reoccurring theme that appeared in our community survey was the diversification of our police force. Other law enforcement studies have shown that the public has more confidence and trust in a police department whose racial and ethnic makeup resembles that of the community they serve.

The Johnson City Police Department is currently overwhelmingly made up of white officers, having only one black officer and one Asian officer. To better reflect our community, statistically the department should have about 4 black officers, 4 Asian officers, and 2 Hispanic/Latino officers. The difficulty presented by any efforts to increase diversity is the constraints of the civil service system.



New York State Civil Service Law dictates that police departments may only hire officers who are eligible for a lateral transfer from another New York police agency that has the same hiring qualifications, or they may hire new officers off of a certified civil service list. So in summary, departments must find eligible minority transfer candidates who want to move into their jurisdiction and start over at the bottom of the seniority list (seniority is used to determine an officer's shift selection and days off), or we must find eligible minority candidates who are in the top 3 on the current police officer civil service list. The problem with this is that there simply are not enough minority candidates taking the police exam, so there are too few minority candidates on the list.

Because all of the local law enforcement agencies are trying to diversify, there is intense competition for the few minority candidates that are available. These circumstances have prevented us from being able to achieve the diversity that we desire and acknowledge should exist.

DIVERSITY (continued)

Chief Dodge attempted to address this problem several years ago by initiating the area's first diversity recruitment effort in partnership with Binghamton University. With assistance from an Assistant Dean of Students who reached out to minority student groups from both BU and SUNY Broome, local police administrators held a recruitment drive on campus. Unfortunately, the turnout was poor, as only two minority students attended.

The plan to address this issue moving forward is two pronged, and step one is currently underway. The first step in this plan is meant to address the short-term solution. This solution is to increase minority recruiting efforts each time the police exam is being offered. The next exam sign-up period is open as this document is being written. Steps already taken include:

- Created a new page on our website to provide potential candidates with all of the information and resources they might need to learn about the benefits, qualifications for employment, hiring process, and instructions on how to sign up for the test

To view the page, go to: www.JCNYPD.org/take-the-test



- The creation of a recruitment flyer containing critical information and a QR code that links to the new page on our website
- Connected with the Office of Multicultural Affairs at Binghamton University to notify minority student groups and to help post the recruitment posters physically on campus and digitally through social media
- Advertised the posters on our department social media platforms and website
- Distributed posters to Main Street business with emphasis on minority owned and patronized businesses (Posters have since been placed at minority owned barber shops, corner stores, and Asian markets)
- Connected with minority churches to advertise the recruiting poster. We have partnered with The River of Life in Binghamton and Christian Life Church in Endicott, and two Laotian churches near Johnson City
- We sent a press release accompanied by our recruitment poster to all local news media
- Promoted the test through the Broome County Urban League



The second leg of our recruitment effort is a long-term plan aimed at the future. Our plan for this is to make a concentrated effort to connect students of color in our school district. The goal is to introduce the idea of a law enforcement career to students at a young age when

they might be more open to that possibility. The belief amongst many of the committee members is that many students of color never consider the idea of becoming a police officer and choose a different path and become lost to the possibility. The hope is that forming personal relationships with the students and having positive interactions and encouraging them to consider a career in law enforcement will significantly increase the number of minority candidates down the road.

EVIDENCE-BASED POLICING

One mandate of the Governor's executive order is that the plan considers evidence based policing strategies. Most academic studies that have been conducted surrounding evidence-based policing have centered around larger cities with big police forces. Not all of the strategies developed from such studies are applicable to all jurisdictions, particularly small departments like ours.

The Johnson City Police Department does employ several common tactics that have been developed through evidence-based policing. Examples include hot spot policing with the CAT unit, utilizing cognitive interviewing techniques, and restorative justice programs like our partnership with ACBC to proactively reduce crime by improving the circumstances of those who are committing crimes.

The plan for the future is to continue to look for crime trend data to identify and implement the most effective, least harmful, fairest, and safest research-based strategies to prevent crime and reduce harm in Johnson City.



CONCLUSION

While this Police Reform and Reinvention Collaborative process has been time consuming and labor intensive at times, it has at the least already helped form new relationships between the police department and some minority community members. This is a good first step to take down the long road of building increased trust and legitimacy. It has also motivated the police department to take some corrective actions that will help this process along.

We have heard the community's feedback obtained through the survey, and we have developed a plan to address and improve on these areas. In summary, they are to:

- Strengthen our connection with the school and youth through various initiatives including but not limited to:
 - Lunch with the law
 - Career Days
 - Officer visits to the school and introductions through the School Resource Officer
- Introduce and mandate implicit bias training
- Continue periodic refreshers in the following training areas:
 - Diversity
 - Implicit bias
 - Principled policing
 - Use of force
 - De-escalation
 - Mental health
- Continue and look for opportunities to expand our partnerships with:
 - RISE
 - ACBC
 - MHAAT
- Increase foot/bike patrols
- Revisit and strengthen our minority recruiting efforts to include:
 - Posting of exam announcements through QR enabled recruiting posters placed at minority frequented business and places of worship
 - Advertising of exam through press releases
 - Partnering with Binghamton University to recruit candidates
 - Connecting with younger students to encourage them to consider law enforcement careers in the future

- END OF REPORT -