

City of Port Jervis

Police Reform and Reinvention Collaborative Review and Plan



March 2021

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Port Jervis Police Reform and Reinvention Collaborative

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INTRODUCTION

2020 was a difficult and challenging year for the country, New York State, and the City of Port Jervis. A pandemic and violence raged, Black Lives Matters marchers filled the streets, and people died. Life as we knew it was upended and collectively, we faced uncertainty.

During the height of the pandemic in 2020, the community experienced many challenges including high numbers of opiate related overdoses and a series of high-profile violent crime victimization including two individuals who were stabbed during a disturbance on Fowler Street, a shooting on Ball Street where a young adult narrowly escaped being shot by an assailant and stray bullets entering a near-by apartment, multiple shots fired into an occupied residence on Hammond Street and two young teenaged residents shot, one who was seriously wounded, during the evening hours on Barcelow Street. Violent crime rates reportedly increased in many cities across the country.

As the City of Port Jervis was locking down from the pandemic, since the first time since 2007, on March 19, 2020, an officer involved shooting occurred in Port Jervis. According to the December 3, 2020 report by Orange County District Attorney David Hoovler, an individual named Charles Parker Jr. was suffering from mental health issues and “charged from inside his residence at police officers with a knife, in an apparent attempt to have the police officers kill him”. One officer deployed a taser with no effect and two officers discharged their firearms in self-defense resulting in Mr. Parker’s death. At the time officers were providing intervention, four officers had received training in the advanced Crisis Intervention Team Training (CIT) and attempted to verbally de-escalate the situation. Officers remained outside the residence during the incident.

The Port Jervis City Police Department contacted the Orange County District Attorney’s Office and the New York State Police who conducted an independent investigation into this incident. After presentation to an Orange County Grand Jury, a finding, known as a “No True Bill,” ended the grand jury’s investigation, and ensured that no state criminal charges would be brought against the police officers who were involved in this incident. (APPENDIX A)

In 2021, the department convened an internal use of force review according to department procedure when the use of force by a member results in very serious injury or death to another person. The purpose of the review is to evaluate the use of force by its members to ensure that their authority is used appropriately and consistent with training and policy. The goal of the review is to provide recommended findings to determine if a member’s actions were within department policy and procedure, and to recommend training whether training and policy should be developed or revised as may be appropriate. As of the time of this report, the internal review was not completed.

2020 continued in the national eye, with the highly publicized deaths of people of color after interactions with law enforcement, including, 46-year-old George Floyd, who as recorded on a bystander's cell phone, died after being held face down on a Minneapolis, MN street, his neck under the knee of a White police officer for 8 minutes 46 seconds. His highly publicized death was followed by that of 26-year-old Breonna Taylor who died after police bullets killed her in her home in an early morning Louisville, Kentucky no-knock police raid.

Black Lives Matter marchers filled streets across the United States. In Port Jervis, NY and throughout the nation, refrains of "Say their names!" followed by a rendition of names of people who died in interactions with law enforcement echoed down streets. Chants of "Take your knee off my neck," were exemplified by going down on one knee and bowing one's head. In remembrance of George Floyd's struggle to live, crowds stood in silence, quiet prayer, and heart-rending sighs for 8 minutes 46 seconds at a time.

To address issues of community strain and distrust of police, Governor Cuomo signed Executive Order #203 on June 12, 2020 ordering local governments who employ a police department across the state, including the City of Port Jervis, to engage in a New York State Police Reform and Reinvention Collaborative process.

This community based collaborative process was to review the news of the community serviced by its police agency, evaluate the department's policies, practices, and engage the community in a discussion to develop policy recommendations to improve local policing to allow police to effectively provide police services to the community in a fair, just and safe manner, while building trust and legitimacy from the community served and to address any racial bias and disproportionate policing of communities of color.

These marches were followed by a drive to address the conditions by which these deaths were precipitated. As a result, in June 2020, this examination was formally initiated by Governor Cuomo's Executive Order 203 (APPENDIX B).

With the exemption of the New York State Police and other law enforcement entities such as SUNY Police, which in many municipalities are the only police agency, Executive Order 203 required local governments, which include counties, cities, towns and villages, to ***perform a comprehensive review*** of their "current police force deployments, strategies, policies, procedures, and practices, and ***develop a plan to improve*** such deployments, strategies, policies, procedures, and practices, ***for the purposes of addressing the particular needs of the communities served by such police agency and promote community engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color.***"

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This process would proceed as the “Chief Executive [Mayor Kelly B. Decker], shall convene the head of the local police agency [Port Jervis Police Chief William Worden] and stakeholders in the community to develop such a plan...”

Per the E.O., by April 1, 2021, the plan will have been offered for public comment and after collection of the comments, the local legislative body [the Port Jervis Common Council] shall ratify or adopt the plan by local law or resolution, with certification sent to the NYS Director of the Division of the Budget for filing (APPENDIX C).

Following the Port Jervis Black Lives Matter March in June 2020, listening sessions were held by the volunteer Port Jervis Area Community Action, by government representatives in each of the four political Wards, and in Port Jervis City School District Social Studies classes.

Per the E.O., in November 2020, Mayor Decker convened a Port Jervis Police Reform and Reinvention Collaborative Committee (PJ-PRRCC / “Committee”) which consisted of police, clergy and inter-faith members, representation from the Orange County District Attorney’s office, a local public defender, elected officials and members of the community.

The committee included males and females, persons of color, Hispanic/Latino, White, disabled, LGBTQ, teenagers to seniors, business owners, homeowners and renters, and victims of violent crime.

In their own voices, here are the PJ-PRRCC Committee members:

Clergy - My name is **Shirley Ambroise Geffrand**. “I am the *Senior Pastor and Founder of Faith Tabernacle International Ministries* which was founded in 2009; I moved the church to Port Jervis, NY in 2010 till present. I also work with our food pantry and soup kitchen while counseling and listen to people's problems throughout the day. I empathize and sympathize with people and try to find solutions to help solve their problems. I worked in the Healthcare field for over 23 years. I attended Katharine Gibbs Business College and received my Executive Business Certificate and graduated from International Faith Ministries Bible College and received my Ministerial License and was Ordained as a Minister. I received an Honorary Doctorate of Divinity Degree. I am currently serving on the Pike County Recidivism committee which strives to help reintroduce former offenders back into society. I simply love to serve, help others and love to bring change that can help make people and my community better.

What's important to me is being a person of character. It's important to me because your character will take you where your gift and talent can't keep you. Character is who we are when no one is looking. It is important to me because a person of character will do what is right, just and fair when no one is around. I believe my experiences can help contribute to the Police Reform community because I am a people person, full of compassion and sympathy, and I am able to steer people in the right direction. I am able to unite and bring diverse groups and cultures together in spite of their differences. I desire to be on this committee because it gives

me the opportunity to make a positive difference to the police reform and because I have the ability to bring different ethnicities together. I also have great ideas that could help bring the community and law enforcement together with fairness, justice, and equality.”

Community Member - “Hello, my name is **Anthony Cole**. I am 36 years old and a chef by trade; I also was formally a bouncer in the Tri-State area, thus allowing me to see multiple sides of the police/community relationship and how they interact. Prior to moving to Port Jervis, NY, I had once lived in a homeless shelter for a short period of my life which led me to volunteer at the local Tri-State Interfaith Council Warming Station. I had previously been involved in the making of a movie called “The Sixteen” where I had played the role of a drug dealer. This involvement with the movie led me to research and find out the struggles of heroin and opiates and how it affects the users, community, and their families. I believe that with police and community at large, the key to a solid, equally just judicial system and enforcement is police and community involvement. Relations between the two and meetings/interactions develop a healthy relationship and allows for better policies to be enforced and implied while governing the community.”

Community Member - Robert Bloomer: “I was born and raised in Port Jervis but moved away when I turned 18 as there weren’t many prospects back in the 1970’s in Port Jervis. I’ve been in the hospitality my entire life after starting out working in my father’s deli on Front Street. I returned to Port Jervis five years ago as I saw good things were happening here and I wanted to retire in my hometown. I bought a deli, career full circle, and plan on staying here after I retire. I have a vested interest in what happens here and have tried to be part of my community. In addition to being part of this commission, I am on the Port Jervis Tourism Board and am the third ward representative on the Tree Commission. I am also active in St. Peter’s Lutheran Church, serve on the council and am the liaison with the Tri-State Interfaith Council which oversees the Warming Station which St. Peter’s hosts.

As a concerned citizen of Port Jervis, I wanted to be part of this commission not only to help shape what the future of police reform may look like but to help enforce the great job that the police do for our little city. I also viewed this as a learning opportunity to find what services are available as an assist to the police department and what additional resources may be utilized in the future. I have had a less than stellar experience in the past with a police force but never in Port Jervis. I also wanted to make sure that the commission is comprised of citizens of Port Jervis as this is our city and we need to have the input needed to shape our future.”

Community Member - Timothy C. Monahan, 64-years old: Currently a 24-year resident and a member of the Port Jervis ADA Committee, former Chairman. Retired from Occupational & Physical Therapies. Former Correction Officer, NYS DOC’s and Port Jervis High School wrestling coach.

Community Member – “My name is **Clarice (Claire) Dillon** and I’ve lived in the area for over fifty years; almost my whole life! I retired in June 2020 from teaching 5th grade after 39 years from the Port Jervis City School District. I have a lot of respect for our police department and its officers. I wanted to be on this committee to be more involved with the connection between the police department and the community in which I and my family live.”

Community Member - John (Jack) Austin: Has resided in Deerpark Township and Port Jervis since 1976; has 3 daughters with Hispanic mother, that went through Port Jervis schools, then college, and a son with a dark-olive complexion. Received his M.Ed. in Rehab Psychology from Teachers College. Employed for 14 years with OC – DSS (CPS and foster care), and previously by RECAP and Occupations, Inc. Helps run the PJ Warming Station since 2016. Lived in East Harlem for 10 years, protested against police brutality and lack of adequate housing for Blacks & Hispanics. “I seek justice, equality, and respect for human dignity as God given rights and values.”

Community Member - Valerie Maginsky: “With the exception of 12 years when I lived in other Mid-Hudson counties, I returned to live in Port Jervis some eight years ago. It was here that my family and I graduated from the Port Jervis school system. As a returning college student, I completed my B.A. in International Relations with a minor in Economics at SUNY New Paltz. After having traveled extensively throughout the Mid-Hudson, upon my return it was with the realization that the city and its citizens had many unmet needs. As a community advocate, I was a co-founder of Operation P.J. PRIDE and Empowering Port Jervis and served one term as a member of the Board of Education in the Port Jervis City School District. As the Executive Director of the Port Jervis Community Development Agency (PJCD), a public benefit corporation, I am responsible the city’s HUD Housing Choice Voucher (Section 8) program, a number of the city’s grants and PJCD loans to eligible homeowners and businesses.

Through my personal and professional life, I have learned that change requires action. Since returning to Port Jervis, I have seen and participated in a number of projects which I believe have contributed to the health, safety, and well-being of the local community. I view this committee as another opportunity to contribute to the development of a plan, which, when and as implemented, would provide another important foundational step that will benefit the city, its residents, and police force for many years to come.”

Community Member - Dawn Jones is a 49-year-old lifelong resident of Port Jervis. She currently lives in the 2nd ward and is married with two children ages 11 and 15. As a member, Dawn serves on the Trustee Board of Wickham Methodist Church, Inc. She has worked for the Port Jervis City School District for 19 years as an elementary school counselor. Dawn has served on the Port Jervis Recreation Commission for 10 plus years and has worked with youth in the Port Jervis Community over the span of thirty years. She has worked as a playground supervisor, Port Jervis Youth Community Center supervisor, as well as coached youth soccer, youth basketball, Little

League Softball and coached various Modified, JV, and Varsity sports for the Port Jervis School District.

There are several reasons why Dawn agreed to serve on the Port Jervis Police Reform Committee: to become more informed of Port Jervis Policing Policies, to gain greater awareness of issues concerning police and the community, and to help shape new policies that strengthen police and community relationships and the Port Jervis community overall.

Community Member - Penny Jones has lived in Port Jervis her entire life. She lives in the 2nd ward of Port Jervis and is a 15-year-old honors student at Port Jervis High School. She is currently the Sophomore class Treasurer. Penny plays three varsity sports for PJHS and plays on the Angels travel summer softball team. She is employed at Ben's Fresh, a local fast-food restaurant. Penny gives back to her community by volunteering at fall leaf cleanups at local parks, directing traffic and handing out water at the Delaware River Run Annual 5K Race as well as assisting The Port Jervis Elks Club with handing out Christmas gifts to children in the community. Penny has been the recipient of several Sojourner Truth Awards in English, Science and Perseverance. Upon graduating HS Penny would like to attend college and major in English and then attend law school. She wanted to serve on the Port Jervis Police Reform Committee to give a young African American perspective on the Port Jervis Community and policing.

Community Member - Gina Torres: Originally from NYC and has lived in Port Jervis for 15 years. "I reside in the 4th ward which has been dubbed the "rough side of town." I've made it my business to get to know my neighbors and through my workplace, have been able to assist or guide people with their needs. I'm known as the "Mayor of Front Street" specifically because I help address their questions and concerns and I am not afraid to voice my opinion or reach out to our community leaders."

Community Member - Dion Cauthen: 37-year resident of Port Jervis with long time family history in the area. Father of 9 children and currently resides in the 4th ward with his family and employed with New Jersey Transit.

Community Member - Geffen Cauthen: – 16-years-old and currently a Junior at Port Jervis High School. Plays basketball and football. Lifelong resident of Port Jervis and resides in the 4th ward with his family.

Orange County Representative – Special Council to the District Attorney - Stewart Rosenwasser: With the exception of college and law school, a life-long Orange County resident. After law school, Special Council Rosenwasser, worked for Orange County D.A. Ritter and then opened his own practice. He went on to become a County Court judge and Acting Supreme Court justice. After retirement, he returned to serve current Orange County D.A. David Hoovler as Special Council and as such attended police reform municipal meetings around the county.

Practicing Attorney - Glen A. Plotsky: "I am an attorney practicing law in the City of Port Jervis. I began as an Assistant District Attorney for Four (4) years and have been in private practice with

an office located in the City of Port Jervis since 1991. I have a substantial criminal defense practice and am somewhat familiar with the practices of multiple police agencies and am well familiar with the impacts that police activities have on community members. As a business owner in the City of Port Jervis, I felt that I might contribute to the Committee in its evaluation and recommendations as required by EO203.

In addition to the above, I represent individuals who are eligible to be served by the Legal Aid Society of Orange County with respect to Criminal Defense when Legal Aid has a conflict, and I am appointed by the Court. Many of these individuals are of lower economic and frequently lesser educational backgrounds. As a result, there is a (general) concern that they may be taken advantage of by unscrupulous police tactics. As a result of this involvement with the courts and the criminal justice system, I again felt that I could contribute significantly to the EO203 Committee for the City of Port Jervis."

Port Jervis Police Department Police Chief - William Worden: "As a life-long resident of Port Jervis, this is where my children have grown up and my extended family continues to live. It is where I developed my passion to serve others. I became a member of the PJPD in 1993 and have served in the ranks of police officer, detective, and sergeant. Since my promotion to Police Chief in 2007, I implemented a number of changes within the department. Seeing and believing that we all benefit from positive relationships and open communication, I am open to this review process and implementation of changes that will improve the police department and our mission to serve and protect. I am proud to note that even before implementation of this review process, that the Port Jervis Police Department was already well versed in Community Policing and the 6 Pillars."

Port Jervis Police Department PBA Union President - Sergeant Kevin Reilly: "I was born and raised in Port Jervis as were my parents and grandparents. When I went away to college and earned my bachelor's degree it was my first choice to come back to Port Jervis to be a police officer. I became a police officer in August of 1994; I have seen many changes in our community over the past 26 years along with several different ways of policing. As a member of this committee, I wanted to hear what our community thought of the Port Jervis Police Department and what they feel needs improvement. I am the senior uniformed Sergeant, and I am also the PBA Union President. I wanted to be able to bring back the messages that the committee members had to the rank and file and also give the members a feeling of understanding in exactly what the committee and community want from their police department. I believe that we have a great police department. Our members are ingrained in the community and we hold ourselves to a very high standard. I truly believe that our community will benefit from the input of the committee and I am happy to assist in getting their message back to the membership."

Elected Official - Mayor Kelly B. Decker: Age 53, was born and raised in the 4th Ward of Port Jervis. He graduated from the Port Jervis City School District and joined the U.S. Air Force/NY Air Guard and after 21.5 years of duty as Town of Deerpark/City of Port Jervis Police/DARE/School Resource Officer, is now retired. He is married and with his wife raised their four boys in Port

Jervis' 2nd Ward. Currently he is a member volunteer of the Port Jervis Fire Dept (33 years), with the Minisink Valley Historical Society (6 years) and the Port Jervis Ambulance Corp. for 4 years. Currently he is a 7th grade Port Jervis School District Social Studies teacher (8.5 years). For two years, he was the city's Councilman At Large and has served as Mayor for the last seven years.

Elected Official - Councilwoman At Large, Lisa Randazzo-Misczuk: Currently in her first term as Port Jervis' Councilwoman At-Large, she has lived in Port Jervis for the majority of her life. A 4th Ward resident, she also served as its Common Council representative. With four children and as a homeowner, she has worked in organizations concerned with children with disabilities. For many years, she has volunteered on behalf of local youth sport organizations, the B.P.O.E. and PTA. She works to be a voice for the local community and is interested in the diversification of the PJPD.

Though the city is punctuated with over 22.9% poverty (2019 American Community Survey, 5-yr. Estimate), domestic violence and drug related crimes, reports, both anecdotal and reviewed to date, indicate general agreement that while preserving the rights and dignity of all, the Port Jervis Police Department (PJPD) has made steady progress towards fulfillment of its mission to serve, protect, defend and improve the quality of life for the residents and visitors of the City of Port Jervis. Per PJPD Chief Worden, all PJPD activities, outreach, service and training are carried out under the philosophy of the 4 Central Principals of Procedurally Just Behavior and through the Pillars of 21st Century Policing via Community Policing methods.

Through Governor Cuomo's New York State Police Reform and Reinvention Collaborative, suggestions and opportunities for improvement including the advancement of mutual trust were identified by the community. This report and plan outline the city's background, challenges faced by its residents, government and law enforcement and seventeen (17) PJ-PRRCC committee recommendations which cover the following areas, but are not limited to, increased diversification of the PJPD police force, establishment of a Community Accountability Board with a Community Engagement subcommittee, purchase and use of body cameras, establishment and use of conflict resolution, increased training in de-escalation and implicit and explicit bias, increased communication between the PJPD and community and continued support of officer wellness programming.

OVERVIEW: CITY OF PORT JERVIS – OLDER AND LESS AFFLUENT

Preceded by generations of Native Americans, the Port Jervis, NY area was settled by Europeans in 1690. As the village was founded in 1853, so was the Port Jervis Police Department (PJPD). In 1907, the City of Port Jervis was incorporated.

Surrounded by the 64 square-mile Town of Deerpark, at the intersection of New York, New Jersey and Pennsylvania, the City of Port Jervis is located on the banks of the Neversink and Delaware

Rivers. With easy access across state borders, residents and law enforcement departments historically cooperate, communicate and share resources when possible. Over time, this interaction has led to a common recognition of being part of what is locally known as the larger “Tri-State Area.”

From the time that the city was a way station for workers who floated logs down the Delaware River to Philadelphia’s ship builders, the city has also been a transportation center to the Delaware and Hudson Canal and the Erie Railroad. A 90-minute drive northwest of NYC, Port Jervis is accessible via two exits immediately off Interstate 84. Otherwise, visitors and commuters may travel between lower Manhattan and downtown Port Jervis via Metro North Railroad, and a Shortline bus station which is located on the city’s outskirts near I-84, Exit 1.

After the Erie Railroad downsized and then eliminated the local 24 hour/7 day a week repair depot, from a high of over fifty different factories, the city’s economic base shrank. Now the largest employers are one private labeling health and beauty aid manufacturer, the local hospital, school system and the municipality.

The city is wholly walkable for work, recreation, shopping, health care, trips to the library, local parks and over 50 miles of hiking and biking trails. Orange County’s next largest city, Middletown, which is 15 miles east, offers many work and shopping options as well as the nearest college, the two-year SUNY Orange.

As a result of the COVID-19 pandemic, telecommuting for work and education has increased. Some local shopping options are available within Port Jervis while big-box stores are primarily available across the Delaware River in Pennsylvania.

With a 70 plus square mile service area, the Port Jervis City School District (PJCS D) provides K-12 education to 2,412 City of Port Jervis and Town of Deerpark students. With a four-year graduation rate of 82%, some 63% of the students are considered economically disadvantaged.

According to the 2018-2019 NYS School Report Card, PJCS D Enrollment by Ethnicity is listed as follows:

Enrollment by Ethnicity	Number	Percentage
American Indian or Alaska Native	9	0.4%
Black or African-American	197	8%
Hispanic or Latino	405	17%
Asian or Native Hawaiian/Other Pacific Islander	38	2%
White	1,630	67.6%
Multiracial	133	5%

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In regard to preparing its students for life beyond high school, whether it be college, or the workforce, the district's College, Career and Civics Readiness score is a 2. A school or district is awarded a level of 1-4, with 4 being the highest level a school can earn.

At 2.53 square-land miles, Port Jervis is the smallest of Orange County's three cities. With an estimated annual family median income of some \$47,531 approximately 59.5% of the city's 8,558 residents are of low to moderate income. Per the U.S. Census, 2013-2017 Quick Facts, 48% of the dwellings are owner occupied.

The city's racial and ethnic composition is becoming more diversified. Per the U.S. Census Estimate, July 1, 2019, while noting that the phrase "alone" indicates that no other race or ethnicity was reported, the most current information available shows that from the high 90% range, the city's White (alone) racial component is now 82.6%.

Per the report, Port Jervis' full composition follows:

Race and Hispanic Origin	Percentage
White (alone)	82.6%
Black and African American (alone)	5.8%
American Indian and Alaska Native (alone)	0.8%
Asian (alone)	3%
Native Hawaiian and Other Pacific Islander (alone)	0%

Per the report, two or more races compose 4.8%. Hispanic or Latino equal 13.3%. White alone, not Hispanic or Latino, total 74.4%.

Per the Census, Hispanics may be of any race and are therefore also included in applicable race categories.

Compared to the city's race and ethnicity calculation of 82.6% White, the local school system's reporting of its student body at 68% White, indicates more diversity. It should be noted that the city's reporting is based on a population of 8,558, whereas the PJCS D includes both the City of Port Jervis and the Town of Deerpark which is closer to a population of 14,309. The school report indicates 63% of students as being economically disadvantaged which is similar to the city's low-to-moderate-income ratio of 61%.

EXECUTIVE ORDER 203 - POLICE COLLABORATIVE AND REFORM: **CITY OF PORT JERVIS INFORMATION COLLECTION PROCESS**

In response to Governor Cuomo's NYS Reform and Reinvention Collaborative (NYS RRC) initiative and due to the COVID-19 pandemic, through the late summer and fall of 2020 and through January 2021, a number of listening sessions were held.

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Following the Port Jervis Black Lives Matter March, the grass-roots Port Jervis Area Community Action (PJ CAC) Committee led by Margaret Springs, Pastor Ann Akers and others held a series of listening sessions in local parks. The city held meetings in each of the four wards and with the 4th Ward Neighborhood Watch. Additionally, the Port Jervis City School District Social Studies' teachers assigned homework and follow-up discussions that solicited student input. In January 2021, the city held open Zoom PJ-PRRCC meetings which contained presentations and open discussion and input guided by the E.O. 203 workbook (APPENDIX D) and discussion information and section questions (APPENDIX E).

The meetings were held as follows:

Meeting	Date
Port Jervis Community Action Committee (PJ CAC)	9/27/2020
Port Jervis Community Action Committee (PJ CAC)	10/10/2020
Port Jervis Community Action Committee (PJ CAC)	10/24/2020
Ward 1	10/8/2020
Ward 2	10/6/2020
Ward 3	10/16/2020
Ward 4	10/15/2020
Ward 4 – Neighborhood Watch	9/24/2020
PJ-PRRCC/Committee - Virtual Meeting 1	1/6/2021
PJ-PRRCC/Committee - Virtual Meeting 2	1/12/2021
PJ-PRRCC/Committee - Virtual Meeting 3	1/15/2021
PJ-PRRCC/Committee - Virtual Meeting 4	1/22/2021

Outside of the meetings, commentary and input submitted by concerned citizens were also considered in the compilation of this report and recommendations (APPENDIX F).

Direct comments and correspondence for consideration and input was also provided by Ms. T. Keys, Ms. M. Spring, Mr. T. Brown, and Ms. T. Shern.

As the Port Jervis City School District encompasses both the City of Port Jervis and the Town of Deerpark, both Port Jervis Police Chief Worden and Town of Deerpark Police Chief Sztynodor attended discussion forums sponsored between Social Studies teachers and students. Students were given homework assignments regarding E.O. 203 and then met with the Police Chiefs of Port Jervis and Deerpark where they listened to student feedback and answered questions.

Though there were age and self-realized individual points of views expressed at each of the venues, commonalties arose.

The most prominent observations included the lack of diversity on the local police force, fears of the expression of implicit and explicit bias that should be countered through de-escalation

training, increased community/police interaction particularly with less represented groups, and increased two-way communication between the police force and community overall, particularly with ways to report misconduct and/or compliments.

As reported by Margaret Spring, the PJ CAC discussion, resulted in the following items:

TOPICS RAISED

- Police Interaction - Positive & Negative
- White Privilege vs. Point of Contact Experience (oppression & diversity)
- Importance of police officers having mental health and cultural diversity training
- How “Defunding Police” speaks to collaboration with mental health, education/school districts, social services, and human rights commission
- Largely positive feeling about PJPd, but concerns about lack of diversity and need to focus on encouraging de-escalation
- Parental concerns for high school kids (especially of color) during police interactions - they aren't policing in the school, but is there any training for dealing with this transitional age?
- BIPOC (Black, Indigenous, People of Color) - fears of being pulled over, selective ticketing, feeling as if brought to the station and left to wait as a form of intimidation
- Police purchase and use of military equipment
- LGBTQ concerns about treatment (specifically asked re: handling engagement with gender nonconforming individuals)
- Consistency of Community Policing efforts across local area (specifically Matamoras & Deerpark)

GOALS FOR LOCAL EO203 PROPOSAL

- Expanded police recruiting; possibly finding ride-along options until there is more diversity among officers.
- Flexible requirements (re: arrest history)
- Mentoring potential candidates
- Addressing housing needs for homeless to overcome disrespect and suspicion
- Policy to allow subordinate officers to call out misconduct (protection for whistleblowers and intervention for excessive use of force)
- Anonymous means for raising concerns
- More Jump-Out parties and going out into the community in non-incident circumstances

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- Make information on partner programs (e.g. Fearless, mental health support, Hope not Handcuffs, medicine drop off, etc.) more available on the city's website

Aside from the similarly raised items listed above, the ward meeting discussions from September through October 2020, hosted by the city in Wards 1, 2, 3 and 4, were facilitated by each respective ward council person and the city's Mayor to solicit feedback and input regarding police reform and community collaboration in the City of Port Jervis.

Feedback ranged from foot patrols, demeanor of dispatchers, body cameras, diversity in hiring, K9 walks, increased proactive police presence in the second and fourth ward, improved street lighting, concerns about violent crime, quality of life offenses and narcotics dealing.

Additionally, the 4th Ward Neighborhood Watch held a reorganizational meeting and a ward walk with residents, city officials and members of the police department. Members of the 4th Ward Watch expressed concerns over both violent crime and narcotics dealing occurring within their neighborhoods and expressed support for proactive policing in their neighborhoods including foot patrols, traffic enforcement, narcotics investigations, and community policing details with the watch group.

Commentary from the Social Studies classes included the desire for increased interaction, both formal and informal between the police force and youth and the desire for more police officers on the local forces to "look like them."

In the first meeting of the Port Jervis Police Reform and Reinvention Collaborative Committee (PJ-PRRCC), Police Chief William Worden presented an overview of the local force (APPENDIX G). Led by Mayor Decker, eighteen committee members and additional members of the public, provided input and posed questions based on the presentation, personal experience and community input.

Based on Chief Worden's original presentation, the NYS RRC guidance document, and a thorough PJPd report containing incident, crime and arrest demographical information that was sourced from the Department of Criminal Justice Services and the PJPd's record management system, the initial meeting was followed by two meetings of discussion by the committee and community members. Afterwards, a community plan was drafted which was subject to a committee review and comment meeting before development of the final draft and review.

In three areas, glimpses of mistrust were expressed by a few members of the public and the committee.

In the first instance, with no specific experiences reported, a few people emphasized the overall need to continue to build levels of trust over time. In conversation, there was general agreement that this was an underlying objective which is specifically called out in the PJPd's mission and

operational activities and is inherent within many of the resulting recommendations which will necessitate communication between the PJPD and the community. One method to further increase trust and communication will be via a contact business card being offered by PJPD officers in almost every interaction.

Second, data analysis was another area where questions arose. As raw data was unavailable for review by either the public or an independent third party, a few people questioned the accuracy of the statistical reports. In response, the reporting process and system was thoroughly questioned.

The current system requires the raw data be entered into a state reporting system and then either standard or customized reports may be requested by the department. Currently, raw data sources are not audited or compared to the resulting reports.

Due to sheer volume and legal requirements, raw data would be very difficult to collect and review in a timely or efficient manner.

The PJPD is aware of the current system's short comings and noted 1) it was fine-tuning the standardization of reporting parameters with its officers and, 2) is already in the process of migrating to a more "user friendly" system.

In the third instance, anecdotally, one person reported the perception that persons of color, felt they experienced unnecessarily lengthy processing periods when arrested. As the length of time from arrest to a decision point is extremely variable due to the situation, the experience level of the officers involved, etc., such time increments may become a tracked variable within the new reporting system. No complaints regarding this item have been received by the PJPD.

From the data and reports provided, community observations and questions posed, answers received and committee commentary, as a whole, the PJ-PRRCC indicated a comfort level with the accuracy of the information provided and extended a willingness to believe the PJPD was performing as reported.

From this basis, though it was agreed that the PJPD made steady improvements under multiple leaders, community outreach and meeting discussions did lead to recommendations for continued improvement.

These recommendations cover the following areas, but are not limited to, increased diversification of the PJPD police force, establishment of a Community Accountability Board with a Community Engagement subcommittee, purchase and use of body cameras, establishment and use of conflict resolution, increased training in de-escalation and implicit and explicit bias, increased communication between the PJPD and community and continued support of officer wellness programming.

PORT JERVIS POLICE DEPARTMENT – OVERSIGHT:

POLICE COMMITTEE AND ESTABLISHMENT OF A COMMUNITY POLICING ADVISORY BOARD

After the review of comments and input, and in a direct effort to increase the level of trust and communication between the PJPd and community, **the PJ-PRRCC recommends (1)¹ the creation of a Community Policing Advisory Committee (CPAC) that follows best practices and reflects the varied composition of city residents to serve as a citizen advisory board to the Police Department and Police Committee.** As the charter now stands, such a committee would be a sub-committee of the existing Police Committee.

Per the Port Jervis City Charter, the city's Police Committee is appointed by the Mayor of the City to provide legislative oversight of the administration and operations of the police department. The committee consists of a Chairperson and three members of the Common Council who meet monthly with the Chief of Police in a public forum to review police department matters.

The Mayor is the Chief Executive Officer of the city and has direct command oversight of the Chief of Police and Department Operations.

Port Jervis Police Chief Worden provides an annual report of police department activities, which is available on the city's website for public review and comment. Regular reporting to the Police Committee and the proposed Community Policing Advisory Committee (CPAC) before that compilation, will allow community members access to more raw data before the end of year compilation.

With regards to disciplinary records, Civil Rights Law § 50-a, protected from public disclosure "personnel records," such as disciplinary records of police officers, firefighters and corrections officers, among others. In 2020, Governor Cuomo signed legislation repealing the provisions of 50-a to increase transparency by allowing the disclosure of personnel records involving serious misconduct or criminality for public disclosure.

To comply with these changes, a memorandum of agreement was approved between the city and the PBA governing the process of employee review of personnel records and a review process for complying with the records requests. In addition, a need to develop an internal records management storage and retrieval process is necessary to ensure that records meeting the disclosure requirements are accessible.

¹ Recommendations are bolded. Numbers within parentheses indicate Recommendation number sequence.

The City of Albany has created a Community Policing Advisory Board with great success to improve community policing and engagement. Further, community policing advisory committees are the core of community engagement, working with residents to promote public safety to help guide the police department with identifying problems and collaborating on implementing solutions that produce meaningful results in the community. A community advisory committee can provide valuable, community-based input and advice to community and law enforcement leadership to improve their overall operations, practices, and services.

E.O. 203 – OVERVIEW OF THE PORT JERVIS POLICE DEPARTMENT

Prior national events, including but not limited to the deaths of George Floyd, Breonna Taylor, Eric Garner and others, in 1994, 26 years before the 2020 advent of E.O. 203, PJPd Chief William Wagner adopted and incorporated the philosophy of Community Oriented Policing into the PJPd. In unbroken succession, Chiefs Craig Cherry and William Worden followed and built upon this guiding philosophy.

This model includes the development and active maintenance of community partnerships, organizational transformation to support the model, and proactive and systematic problem solving.

Chief Worden added the Pillars of 21st Century Policing grounded in the 4 Central Principles of Procedurally Just Behavior. These principals include 1) treating people with dignity and respect, 2) giving individuals “voice” during encounters, 3) being neutral and transparent in decision-making and 4) conveying trustworthy motives.

The Pillars of 21st Century Policing include:

- Pillar One: Building Trust and Legitimacy
- Pillar Two: Policy and Oversight
- Pillar Three: Technology and Social Media
- Pillar Four: Community Policing and Crime Reduction
- Pillar Five: Training and Education
- Pillar Six: Officer Wellness and Safety

Policy and Accreditation:

To continue building upon the foundations of trust and legitimacy, the department has established a goal to seek accreditation through the New York State Law Enforcement Agency Accreditation Program through the Division of Criminal Justice Services. Accreditation enables

external review of agency policies, procedures and practices to improve the standards and effectiveness of the police department and quality and performance of policing services. Accreditation is formal recognition that an agency's policies and practices meet or exceed the standards established by the council in the areas of administration, training, and operations. Incorporating these model standards and industry best practices will greatly assist the department in promoting excellence and professionalism in the field of law enforcement.

To help the department achieve this goal, the City of Port Jervis engaged the services of Lexipol, a company that assists public agencies with the development and updating of policies, to review and transition current agency policies into updated New York State accredited law enforcement policies that are updated regularly through Lexipol in response to changes in state and federal laws and court decisions. Lexipol policies are thoroughly researched and tailored to the needs of the community to enhance compliance, professionalism, and transparency. By purchasing the "accreditation work bench," Port Jervis Police administrators are working closely with Lexipol policy consultants to launch an updated policy manual with content that meets or exceeds New York State Accreditation Standards.

At the completion of this extensive process, the updated policy manual will incorporate policies that increase the effectiveness and efficiency of the department, promote increased cooperation and coordination among law enforcement agency's criminal justice services, and ensure effective training of staff and promote a high degree of professionalism and public confidence in the department.

Once the department finalizes their electronic policy manual, the city will further seek a potential liability insurance cost reduction through the city's insurance carrier.

To advance communication with the community and increase transparency, in addition to the department's Use of Force Policy, the department goal is to post the revamped policy manual on the department's website.

In its effort to improve safeguards for officers and the public while improving services, the PJPD is constantly updating its policies, which provide additional operating details to laws passed. Concurrently, new programs are also implemented.

Use of Force Policy:

The Committee questioned what policies or training were in force to prevent situations and/or deaths as experienced by George Floyd and Eric Garner, who at 43, died after being held in a choke hold.

Per Police Chief Worden, in accordance with the standards proscribed by the New York State Division of Criminal Justice Services and the Municipal Police Training Council, in 2019 and in

2021, the department revised their Use of Force policy. The changes included comprehensive reporting, a use of force continuum for training, restrictions for chokeholds, warnings when feasible prior to using deadly force, restrictions on the discharge of firearms at moving vehicles, prioritization of de-escalation and a duty to intervene.

Officers receive annual training on law and policy surrounding the use of force, deadly physical force, defensive tactics, less lethal tactics, realistic force on force scenario-based training, and de-escalation techniques. Realizing the need to prioritize reality-based use of force and de-escalation training, in 2020, the department purchased a firearms simulator in a shared service purchase with surrounding law enforcement agencies. This interactive technology employs scenario-based training opportunities to subject officers to highly stressful situations involving the potential use of force to train officers to deploy de-escalation strategies.

Chief Worden explained that officers have a duty to intervene as mandated by policy and state law. Officers have a duty to intercede to prevent harm from occurring. In 2020, department members attended a virtual training presented by renowned trainer, Michael Rinalli, Esq., pertaining to Use of Force and the Duty to Intercede. During this training, officers were trained in the concept of “tapping out” creating an environment and culture whereby officers are required to provide early intervention with another officer in a stressful situation where the officer appears to be losing their professional bearing and composure. When this behavior is observed by another officer, the officer is trained to intercede and “tap out” the involved officer no matter who they were, or their rank, to remove themselves from the situation and allow the second officer to manage the situation. If that officer did not remove themselves, then it was the other officers’ duty to intervene more directly. This concept is being incorporated in future use of force trainings.

In addition, ahead of the adoption of this report and recommendations, the department is requesting implementation of the ABLE Training Program, which will enhance department training thereby supporting the duty to intercede to prevent misconduct and excessive force.

The department participates in submitting use of force statistical information to the Department of Criminal Justice Services and provides an annual use of force statistical report. The Use of Force reports provided to DCJS are published by DCJS annually. In addition, the department use of force annual report will be published on the department’s website to provide direct access to citizens or a made available directly to citizens when requested.

ABLE Program Training:

The police department has applied to Georgetown University of Law to participate in the evidence based Active Bystandership for Enforcement (ABLE) Project. This training is provided through Georgetown’s Innovative Policing Program in partnership with the law firm Sheppard

Mullin, to provide an academic and researched based training to officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention with the goals of preventing misconduct, avoiding police mistakes, and promoting officer health and wellness.

The benefits of a culture that supports meaningful active bystandership training for police officers, further include improved police/community relations, improved officer job satisfaction, reduced litigation, and improved overall citizen satisfaction with their law enforcement service.

An agency interested in participating in this training must commit to the program principals, governing training accountability, officer wellness, participation in pre-implementation and post implementation surveys, follow-through and assisting other agencies with the training.

Letters of support from the Mayor of the City of Port Jervis, the Chief of Police and two letters of support from the community are required to complete registration in the program.

Virtual Training – Simulator:

The virtual training simulator purchased in 2020 provides trainers and staff with enhanced opportunities to train offering traditional “shoot/don’t shoot” scenario in addition to a vast array of interactive branching options that allow the instructor to change the compliance levels and reactions of the role players to comply when an officer is exercising effective verbal skills and commands that emphasizes de-escalation tactics. Officers are confronted with highly realistic scenarios related to mental health, crimes in progress and domestic disturbances, and are placed in highly stressful conditions require officers to utilize sound tactics and verbal skills to clearly communicate verbal directions that would likely deescalate a potentially violent situation. For example, a trainer may subject a trainee to a scenario where a subject is armed with a bat threatening to hit others. The trainer would evaluate the officer’s demeanor and actions during the training and change the degree of compliance and non-compliance depending on the effectiveness of the officers’ verbal de-escalation tactics and verbal commands. By practicing these techniques frequently and training officers to deploy de-escalation tactics during commonly encounter highly stressful calls for service, officers develop valuable experience and confidence in using sound tactics to safely deescalate a situation resulting in voluntary compliance that is difficult to duplicate in conventional training venues.

In addition, a public presentation pertaining to the use of force, de-escalation and the training simulator was planned during the month of November 2020 in partnership with the District Attorney’s Office, Deerpark PD, Eastern Pike Regional PD and the Delaware Valley School District Police. The purpose of this presentation was to provide a legal overview of the state and federal laws governing the use of force and to provide an opportunity for local officials and members of the public to experience the training capabilities of the simulator firsthand.

The goal is to provide this public awareness event in the future at a time when the pandemic has diminished, and health and safety guidelines allow.

De-escalation Examples:

De-escalation tactics have proven successful in recent local cases.

January 2019:

- Officers responded to a violent domestic disturbance where the suspect attempted to kill his wife with a knife. Officers forced entry upon seeing the suspect with knife in hand searching for his wife while she hid inside the residence relaying information via 911. Suspect locked his children in an upstairs bathroom, made statements he would kill their mother and attempt to harm police officers, forcing them to kill him. Officers entered the residence and stopped the suspect from harming his wife. Suspect fled and barricaded himself inside a bathroom while armed with a knife. Officers safely de-escalated situation disarmed the suspect and placed him into custody.

March 2019:

- Officers' de-escalation of a domestic disturbance involving an adult who was attempting to stab a family member with a knife. Family members locked themselves in an upstairs bedroom and the suspect fled to a bathroom with the knife and barricaded himself upon police entry. Officers safely contained the suspect, evacuated family members, and de-escalated the situation, taking the suspect into custody.

September 2020:

- Officers responded to a peace keeping call for service where they encountered a highly agitated individual who was armed with large knives yelling for officers to kill him. Officers successfully deescalated the situation and disarmed the individual connecting him to mental health resources.
- Officers responded to a physician's office to for a disturbance. A doctor, staff members and parent were trying to restrain a minor without success who was extremely combative and suffering from extreme emotional stress. A police officer recognized the child from a previous positive encounter and was able to successfully intervene and completely deescalate the situation and assist the child with obtaining treatment.

November 2020:

- Officers successfully disarmed and de-escalated a situation where a 12-year-old child was armed with a knife and attempting to commit suicide connecting the child with mental health resources.
- Officers responded to a domestic disturbance where a distraught male armed with a knife who was threatening suicide and making statements for officers to shoot him. Officer successfully deescalated the situation and disarmed the individual. The individual was connected to mental health resources.

As recommended for consideration and as approved by the oversight committees, the PJ-PRRCC recommends (2) the continued advancement of de-escalation training through use of the existing simulator, the ABLE Program and other similar available training and equipment.

Search Warrants - No Knock:

With Breonna Taylor's death resulting from a "no knock" search warrant, again Chief Worden was asked what processes were in place to protect the public from such a multi-level failure from occurring in Port Jervis.

Per Chief Worden, New York State Consolidated Laws, Criminal Procedure Law, CPL 690.35 (4) (b) and 690.40 (2) allow entry without announcing authority or purpose if the court finds that the property is readily removable or destructible. Commonly referred to as a "No Knock" Search Warrant, a police officer seeking judicial authority to obtain a search warrant that provides authority to execute without giving notice, must provide a statement of probable cause that officers be authorized to enter the premises to be searched without giving notice of authority or purpose, on the ground that there is reasonable cause to believe:

- that the property sought may be easily and quickly destroyed or disposed of,
- such notice may endanger the life or safety of the executing police officer or another person, or
- the person sought is likely to commit another felony or may endanger the life or safety of the executing officer or another person.

In the absence of authorization to the contrary, the police officer must, when executing the search warrant, give notice of authority and purpose.

Multiple reviews are designed to provide safeguards ahead of any "No-Knock" search warrants. In order they include:

Port Jervis City Police Detectives requesting a “No-Knock” search warrant authority must seek supervisory approval. Next, detectives submit the search warrant affidavit to the Orange County District Attorney’s Office for review and approval. Then, investigating officers must submit the search warrant application to a judge to determine if probable cause exists to issue the warrant. Lastly, detectives and their supervisor, coordinate with the Orange County Special Operations Group or the New York State Police Emergency Response Team to develop a tactical safety plan to ensure that the search warrant is executed in a safe manner.

1033 Military Program:

As one of the questions to consider within the E.O. 203 review, the 1033 Program permits the Secretary of Defense to transfer ownership of excess U.S. Department of Defense (DoD) property consisting of military supplies and equipment to State and local law enforcement agencies for use to support law enforcement initiatives. The Port Jervis City Police Department currently does not participate in this program.

Complaint Procedure:

The police department currently maintains policy guiding members in the investigation and handling of personnel complaints. Although completion of the traditional form is not necessary to initiate complaints against staff and officers and informal complaints are accepted, Personnel Complaint form is available to members of the public who wish to file a complaint.

Complaints from members of the public against law enforcement members can range from dissatisfaction with police services, violations of policy and procedure, and most serious, allegations of police misconduct which may include excessive force, abuse of authority, planting of evidence, misappropriation of property, and unlawful search and seizure.

Between 2019-2020, sixteen individuals made complaints regarding interactions with police predominately related to police interaction and services.

Once a complaint is filed, if the complaint is minor in nature and service related, the complaint can be rectified through mediation and training or supervisory intervention. However, complaints involving allegations of excessive force, criminal conduct, and integrity related claims (theft, perjury) are not eligible for mediation and require an internal investigation.

In 2019, a civil suit was filed against the police department alleging excessive force which was subsequently dismissed. In 2019, the department requested the Orange County District Attorney’s to investigate the use of force that occurred during an arrest where a partial video recording of the incident surfaced on social media. The District Attorney’s Office concluded an investigation and determined the officers acted in accordance with the law. In 2020, a small claims civil suit was filed against the department regarding the alleged seizure of property from

an individual which was subsequently dismissed after a hearing. On November 20, 2020, a civil suit was filed against the department alleging excessive force during an arrest which is currently pending.

Currently, the department maintains files of complaints initiated against citizens and is developing a spread sheet data base to improve complaint records management and the results of internal investigations and is reviewing policy changes to incorporate increased transparency, data collection and review for opportunities to improve training, supervision, and service.

The department will purchase and issue officers, business contact cards for officers to provide in the field to persons during police interactions and when a civilian requests an officer's identity. The contact cards will contain pertinent information regarding the identity of officers and direct contact information for individuals regarding police reports and to facilitate the filing of a complaint or a commendation regarding the officer's actions.

Persons wishing to file a complaint against an officer or staff member are able to file a complaint in person at police headquarters, by mail, through an online complaint form via the department website, social media page, or contacting the administrative offices of the police department by telephone or email.

In addition, individuals may file a complaint through the office of the Mayor via phone, email, or social media.

In cases involving the potential of serious misconduct or violations of law, the department coordinates an investigation with the Orange County District Attorney's Office.

The PJ-PRRCC recommends (3) the addition of the proposed Community Policing Advisory Committee (CPAC) as another avenue to receive community complaints or compliments.

Though not anonymous, this option would provide those hesitant to bring their concerns directly to elected or designated officials another, perhaps less intimidating, communication route.

Body Camera Program:

Common to all community discussions was the subject of police body worn cameras. The PJPD agrees that the implementation of a body worn camera program for uniformed patrol officers is a priority for the police department. Beginning informally in 2013-2014, then formally since 2017, the department has been reviewing various body worn camera technologies and storage solutions.

A pilot program has been developed including policies and procedures to provide guidance to officers deploying body cameras. Currently, the department is testing product technologies and

working with the City Council to develop funding sources to fully implement a body worn camera program to document police related activities and enhance transparency and accountability.

The PJ-PRRCC agrees there is a need for acquisition and use of this equipment and recommends (4) and supports the purchase and use of police body worn cameras by the PJPD.

PORT JERVIS POLICE DEPARTMENT – BUDGET, EXPANSION, STAFFING

In 2021, the PJPD plans to perform its mission to serve the public under Community Oriented Policing and the Pillars of 21st Century Policing grounded in the 4 Central Principles of Procedurally Just Behavior on a total budget of \$6,788,105.00 (salary and benefits, operational costs) representing a reduction of \$147,984.00 from FY 2020 due to staffing and operational cost savings.

Though it is not considered an entitlement community, due to its demographics and grant management history, over the years the city was a successful independent grant awardee for millions of dollars in infrastructure and equipment grants. The 2021 municipal budget reflects constraints imposed by the direct costs and lost opportunity costs of delayed private projects due to the COVID-19 pandemic. For the PJPD, officer hiring and equipment purchases, such as body cameras, are currently delayed.

To enhance the safety, security, and atmosphere of the department facility, in 2021, the City of Port Jervis launched a planned facilities renovation and expansion project of the police department into the office space formerly occupied by the Department of Motor Vehicles.

The addition of approximately 1,246 square feet of space, will allow the department to relocate the public vestibule and central communications desk to the front of City Hall to improve access and visibility. A modern complaint room located adjacent to the vestibule will allow citizens to access police services and file police reports in a safe and secure manner. A shift supervisor's office, rest room facility, employee break room, patrol room and conference room will be in this new section.

Renovations to the existing police department footprint will include the creation of a multi-use interview room, construction of a female officer locker room, addition to the male officer locker room, and new storage lockers to safely secure employee equipment and provide a safe and sanitary environment for staff and visitors. Increased workspace will be available to further facilitate shared, interagency services through Fearless! Hudson Valley and Orange County Mental Health to enhance interagency collaboration and services.

The department is staffed by full and part-time officers and support staff as follows:

- 30 full-time officers
- 1 full-time civilian support staff
- 8 part-time officers
- 15 part-time civilian support staff (Dispatcher Common Matron, Crossing Guard, Animal Control)

A review of the department's demographics revealed that:

- 10% of full-time employees are females
- 90% of full-time employees are males
- 65% of part-time employees are males
- 35% of part-time employees are females
- 4% Hispanic, 96% non-Hispanic

Hiring Diversification:

Ahead of E.O. 203, the PJPd recognized the lack of diversity on its force and the need to develop a force that more closely mirrors the community it serves.

In the past, police recruitment efforts conducted by the department failed to attract minority candidates to the Civil Service examination for patrol officer. In 2019, the department invested financial and personnel resources to partner with public agencies, educational institutions, non-profit organizations, commercial radio, and Orange County Human Resources. The department participated in regional exam preparation and recruitment sponsored by Orange County Human Resources to increase recruitment opportunities and reach out to a diverse pool of candidates. In addition, the department procured the services of a local marketing agency to employ increased social media advertising and Google Analytics to expand exam marketing.

In September 2019, the City of Port Jervis hosted the New York State Municipal Police Exam; over 200 candidates took the examination. During the early winter of 2020, an overwhelming majority of the candidates passed the examination and the city's Civil Service Commission reported that the list contains the most diverse group of candidates that the commission has experienced. In 2020, the PJPd conducted Phase II of the Civil Service process and the city sponsored two physical fitness examinations for candidates. Unfortunately, due to COVID-19, the number of candidates who participated in this phase of the examination process was reduced significantly.

In 2021, the City of Port Jervis Police Department anticipates the retirements of several members.

Port Jervis Police Department – Hiring Process:

The City of Port Jervis Police Department hiring, and promotional processes are governed under New York State Civil Service law administered through the Port Jervis City Civil Service Commission. Minimum qualifications and standards are established by the commission for each title within the police department that proscribes the criteria required to apply for a position. Candidates wishing to pursue a career with the police department are required to pass the New York State Municipal Police Officer Civil Service Examination which is held every three to four years in the City of Port Jervis. Candidates wishing to take the examination must meet Civil Service minimum qualifications and must have been legal residents of Orange, Ulster, Putnam, Dutchess, Westchester, Rockland, Pike, Sullivan or Sussex County for at least four (4) months prior to the written examination.

Applicants who successfully pass the written examination are additionally required to pass a physical agility test administered through Civil Service. Candidates passing both examinations are then ranked on a general eligibility list through the civil service department. In addition, a second list is established for local residents who have successfully passed the examination and preference in appointment may be given to a resident pursuant to Civil Service Law section 24-a and the Port Jervis Civil Service Rule VII Recruitment of Personnel. At the time of the appointment, a candidate must be a NYS resident and must establish residence in accordance with the Port Jervis City Charter which is limited to a 15-mile radius from the City of Port Jervis.

The PJPd follows the testing and hiring requirements and process as clearly defined in the Civil Service Entry Level Police Officer Exam Application (APPENDIX H).

When police officer positions become vacant within the department, the Civil Service Office conducts a canvass of eligible candidates and provides the names of the top three eligible candidates for each position.

For example, if the city were seeking to fill one vacant position for a police officer and the list contained one individual who scored a 100, two individuals who scored a 95, and ten individuals who scored a 90, Civil Service would forward the names of the three individuals who scored 100 and 95. If two positions are vacant and being filled, Civil Service will provide the names of a minimum of five individuals. However, if multiple individuals (more than three) scored a 95, then Civil Service would forward each of the applicants who scored a 95 for consideration. In addition, Civil Service provides the eligible candidates that are ranked on the City Preferred List for consideration with the general list.

Candidates are subjected to a background and interview process. Selected candidates for employment are required to undergo a thorough background investigation including fingerprinting, a criminal history check, a psychological examination, and a medical screening.

Information pertaining to candidates considered for employment are reviewed by the Police Committee and forwarded to the Common Council of the City of Port Jervis as the appointing authority for approval.

In February 2021, Port Jervis Mayor Decker sent a letter addressed to Governor Cuomo with three suggestions to expand police department hiring pools. They included moving from hiring being limited to the top three written exam scores to a pass/fail system on each, the written and physical components, adjustments to Civil Service Law Section 23 to allow more flexibility with regards to residency requirements, and consideration of a tax incentive or abatement for officers that live and work in the same municipality (APPENDIX I).

Increasing the diversity of officers in the department is a PJ-PRRCC priority. The PJ-PRRCC recommends (5) the PJPD, and the City government take steps to ensure a broad field of qualified candidates through outreach and/or increasing the 15-mile residency radius.

Training New Recruits:

After being hired as a recruit police officer, recruits are required to attend and successfully complete the New York State Municipal Police Basic Training Course for Police Officers which is approximately 23 weeks. After graduation from the basic school, recruits are required to successfully complete 160 hours of New York State mandated field training under the supervision of a certified field training officer. In addition, the department requires an additional six weeks of supervised field training for a total minimum of 400 hours prior to permitting officers to patrol and provide police services on their own.

Leadership and Culture:

“Design a Leadership selection process to produce desired police community relationships.”

The process of selecting a Chief of Police, as well as other department leaders, should be based upon the characteristics and needs of the City of Port Jervis in a legitimate and fair manner. The City of Port Jervis Civil Service utilizes an internal promotional examination-based selection process to develop candidates for supervisory and command leadership that requires appointing approval from the Common Council and the Chief Executive Office of the City. In addition to hiring diversity, promoting leaders within the department who reflect a broad range of diversity, life experiences, and cultural background, will improve understanding and effectiveness in policing and community relations.

To uphold community values and ensure that community input is received, the PJ-PRRCC recommends (6) exploring the option of adding community representation, perhaps through

the proposed Community Policing Advisory Committee (CPAC), that will provide input to the city's police officer selection and promotion process.

Involving members of the Community Policing Advisory Committee (CPAC) will help provide vital community input to strengthen trust, transparency and meet community needs. An applicant's views and experience with police-community relations would officially become part of the selection review.

Community input with the initial officer hire process through the Community Policing Advisory Committee (CPAC) will further add essential community input to ensure that trust and transparency in the hiring process.

The hiring and promotion process should include a review of specialized training or additional education, the culture, values, and mission the applicant envisions for the department and if the person has shown clear commitment to community engagement.

PORT JERVIS POLICE DEPARTMENT – CALL STATISTICS AND WORKFLOW

The City of Port Jervis Police Department is a full-time law enforcement agency that provides primary law enforcement services to the Port Jervis community through vehicle, foot and bike patrols. The City of Port Jervis is geographically located at the juncture of the states of New Jersey, Pennsylvania, and New York. Due to the city's geographic location, Port Jervis is the largest urban center in the Tri-State area and experiences inter-state related crime trends.

The geographical location of the City of Port Jervis requires extensive cooperation and partnership with agencies representing the Tri-State area. The Port Jervis Police Department and surrounding police departments provide mutual support through mutual aid assistance and the sharing of resources. A formal mutual aid agreement between the City and the Town of Deerpark has been established to provide mutual support for training, school security and policing initiatives. Strong working relationships have been formed between the Port Jervis Police Department, New York State Police, Orange County Sheriff's Office, Hudson Valley FBI Safe Streets Task Force and law enforcement agencies in the State of New Jersey and Pennsylvania.

Further, the Port Jervis Police Department shares records management data, overdose data and accesses the services provided by the New York State Crime Analysis Center located on Goshen, NY to receive resources and real time intelligence to improve policing services.

The department is participating in an early intervention program with the Orange County Department of Mental Health and the Hudson Valley Crime Analysis Center, by sharing information obtained by officers during an overdose response to reduce opioid-related overdose deaths within Orange County. The information, which includes the name and contact information

of the victim, is provided to the Department of Mental Health to deliver peer support within 24-48 hours of overdose with the goal of providing early intervention through treatment.

During 2020, officers responded to 28 calls for service involving an opiate related overdose. Of these overdose calls, officers deployed the lifesaving drug naloxone and during 18 of these emergency incidents, reversed a potentially deadly opiate related overdose. While providing intervention, officers routinely educate victims and their family members to the services provided through the Hope Not Handcuffs Program. Participation in the Orange County Department of Mental Health and Crime Analysis Center Overdose Data Sharing Program will allow officers to share vital contact information to treatment providers to conduct follow-up interventions to assist victims, and their families connect to treatment resources.

Since 2014, the Port Jervis Police Department has responded to 85,164 incidents/calls for service averaging 12,166 service calls/incidents per year. Of these calls for service, the city's 2nd and 4th wards account for 69% of the volume and further account for a disproportionate number of both Part I and Part II reported offenses of the city's four wards.

The Port Jervis Police Department reports crimes statistics directly to the New York State Division of Criminal Justice Services and the Federal Bureau of Investigation through the Uniform Crime Reports. The Uniform Crime Report identifies crime in two parts: Part I and Part II Offense Categories. Part I UCR crimes are classified in two categories: violent and property crimes. Aggravated assault, forcible rape, murder, and robbery are classified as violent offenses while arson, burglary, larceny-theft and motor vehicle theft are classified as property crimes. Part 1 crimes are collectively known as "Index" crimes as these crimes are considered quite serious in nature, tend to be reported more reliably than others, and are reported directly to the police.

Part II Offense categories represent a multitude of less serious offenses and are tracked as follows: simple assault, quality of life offenses, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, sex offenses, stolen property, criminal mischief, weapons offenses, and all other offense classifications.

A deficient aspect of the UCR is a statistical accounting measure known as "The Hierarchy Rule." When more than one offense occurs within an incident, only the most serious crime contributes to the agency's monthly crime totals. For instance, if a case involved a burglary, assault and theft, the PJPD would count only the highest offense committed, burglary, of the multiple offenses occurring in this single incident for the monthly totals because burglary is the highest offense on the hierarchy. For reporting purposes, the highest single offense committed is reported even when multiple offenses are committed. The Hierarchy Rule does not provide a true accounting of offenses and the department started transitioning in January 2021 to the FBI's National

Incident Based Reporting System for data collection and dissemination. This transition is estimated to take up to a year. *(Source: FBI.Gov)*

Since 2016, a total of 6,913 arrests were reported by the department for individuals 18 years of age and older, averaging 1,382 arrests per year in the 18-24 age group accounting for 21%-30% of those arrests. A review of Use of Force statistics from 2016-2019 revealed police officers reported using force in 0.4% of calls for services/incidents. In 2020, the department participated in the New York State force reporting program through the Department of Criminal Justice Services with force being reported in 0.09% of all reported calls for service/incidents.

Overall, Part I and Part II crime rates suggest that the City of Port Jervis, since the adoption of community policing and 21st Century Policing strategies, has become a safer city. In 1996, the city experienced its historical high crime year with 505 reported Part I Offenses. Since 1996, the city has experienced decreased levels of Part I offenses and has reached historic lows in reported Part I crimes in 2018, 2019 and 2020 representing a 60-65% decrease from 1996 (APPENDIX J).

Custody:

The department follows the provisions of the criminal procedure law that governs arrests, the issuance of appearance tickets and pre-arraignment detention to ensure that arrests and custody are in compliance with the law.

Under most circumstance, city code violations are addressed in the field through the issuance of an appearance ticket. Misdemeanor and felony level offenses (Class E) that require formal "booking" procedures to include fingerprints and photographs are traditionally processed at the station. The duration of time required to process these arrests varies depending on variables to include nature of the charges, the collection of evidence, interviews of victims, witnesses and suspects, report writing and consultation with the District Attorney's office. After officers have obtained sufficient information to complete the arrest process, the defendant is released with an appearance ticket directing them to appear in a criminal court at a future date.

Arrestees charged with a qualifying offense (domestic violence, sex crimes, Class D felony offenses and above) are held in custody pending a court arraignment. Arraignments are conducted virtually through the Orange County Virtual Arraignment and arrestees are held in custodial detention ranging from 4 to 16 hours.

Traffic Stops:

The department is developing improved statistical data collection procedures through the department's internal records management system and New York State electronic ticketing

management system to develop improved statistical data collection to include information documenting all traffic stops and driver demographical information. The statistical information developed from traffic stops including driver demographic information will be documented in a report and published in the department's annual police report.

The PJ-PRRCC recommends (7) the location and use of applications that cost effectively provide the aspects necessary to standardize inputs and provide the analytical reports that are necessary for administration and oversight committees to determine department effectiveness.

To increase communication with the public, the PJ-PRRCC recommends (8) the development and implementation of a statistical dashboard of police activities be added to the city's website and that key measurements and time update increments be decided by the Police Committee and recommended Community Policing Advisory Committee (CPAC).

The Pareto Principle is loosely referred to as the "80/20 rule", whereby 80% of the results are determined by 20% of the inputs. This form of analysis is used in time studies, sales revenues, and police department time usage.

A review of workflow analysis suggests that the police department may utilize resources other than law enforcement to address calls. Developing enhanced community-based mechanisms and support to aid in follow-up on calls initially handled by police, such as low-level quality of life issues, neighborhood disputes, landlord tenant disputes and the exploration of low-level drug diversion programs would greatly assist departmental resources in concentrating on the 20% of its case load that uses the most resources and determine what the root cause/type of incidents are contained therein.

In that many times in quality-of-life calls, recidivism, both on the part of the caller and the subject are high, police response/intervention may not historically provide the most efficient long-term problem-solving response. Developing enhanced problem-solving support services, training officers, and developing practices to address these issues at a community-based level will likely result in improved outcomes.

Dispute resolution services are typically provided by an outside contractor to the courts to serve as an avenue to divert and mediate minor violations of law between parties. These types of cases are common with quality-of-life issues such as unreasonable noise, trespass, non-physical harassment where one or more parties are summonsed to court because of a civilian criminal complaint. In the event that mediation is recommended through the courts to divert a minor case, the judge may order mediation for the parties where a specially trained mediator will examine the complaints, work with both parties, and develop a solution. Both parties must agree

to participate in mediation to the decision. This type of diversion can be very successful in many cases.

The Dispute Resolution Center of Orange, Sullivan, Ulster and Putnam Counties, is a private, non-profit agency that provides mediation services, arbitration, training and educational workshops. The DRC is funded through the NYS Office of Court Administration and supported partially through grants provided by governmental entities in Orange, Sullivan and Ulster County and provide an alternative solution to the traditional court system. (*Source: DRC Dispute Resolution Center, drcservices.org*)

The PJ-PRRCC Draft Report sub-committee discussed the potential creation of a community engagement team consisting of a committee of specially trained practitioners with diverse backgrounds that would aid the police department with developing long term solutions to quality-of-life issues that may not rise to the level of criminality.

Officers would refer complex quality of life related complaints that officers initially handled to the group to seek assistance in engaging the neighborhood and individuals involved with the complaint to develop lasting solutions.

While it is difficult for officers to "mandate" participation for either program, the courts have the authority to mandate Dispute Resolution when a matter is brought before them. With regards to a Community engagement team, officers can utilize the team's diverse backgrounds and expertise to develop community-based solutions to these neighborhood problems and help facilitate voluntary connections with the team and members of a neighborhood where the quality-of-life issues are occurring.

Case Examples:

Example #1: Noise Complaint: Two neighbors have a long-standing dispute over "unreasonable noise" created during the daytime that has escalated to parking complaints. The police have received repeated calls by both parties regarding their quality-of-life complaint against the neighbor resulting in the expending of several hours of police resources attempting to mediate and keep the peace during these disputes, but a permanent solution has not been found.

Example #2: Unruly Juveniles in a Neighborhood: Police have responded to multiple reports from neighbors of unruly juveniles in a neighborhood engaging in violent, tumultuous behavior, blocking traffic and engaging in unreasonable noise. Police officers have spent hours addressing multiple calls to mediate the situation, engaged parents and guardians to assist keeping the peace, but a long-lasting solution has not been found.

Quality of life related calls for service account for a percentage of calls for service handled by police officers. Between 2016-2020, officers responded to 1,168 noise related calls for service,

807 youth, 2,414 disturbances, 120 barking dogs, 205 neighbor disputes and 100 landlord/tenant disputes. Often times, many quality-of-life related calls involve repeat behavior. A referral to the community engagement team will help officers develop long term, community-based solutions to reduce these types of incidents thereby freeing officers to spend patrol time on more pressing public safety issues.

Quality of life complaints that violate a local ordinance or penal law code may be addressed through the issuance of an appearance ticket to commence a court action. However, many quality-of-life complaints for calls of service do not rise to the level of a legal proceeding and the issuance of an appearance ticket or may not be the most effective option under the circumstances.

The PJ-PRRCC committee recommends (9) the exploration of developing a Community Engagement Team consisting of trained community-based peers and community leaders that would provide an effective avenue for officers to refer complex quality-of-life complaints to build community-based solutions to solve them.

And/or the PJ-PRRCC recommends (10) to increase the required educational level of an incoming officer beyond that of a 2-year degree, and/or, to current officers, offer tuition reimbursement for training in social services, mediation, conflict resolution, mental health first aid and so forth.

PORT JERVIS POLICE DEPARTMENT - COMMUNITY INTERACTION AND OUTREACH

Over the years, the PJPd worked to advance Community Policing and the 6 Pillars through a number of programs. Particularly with regards to joint programs with community resources, and cognizant of school shootings, drug addiction, the need for diversionary programs, domestic abuse, and mental health needs, what follows are programing highlights that resulted from committee review and questions.

School Policing Unit:

With some committee members uncomfortable with police in schools and referring to experiences in other parts of the U.S. as the arrangement resulting in “school-to-jail pipelines,” the committee reviewed the school policing unit and the roles and responsibilities of police officers assigned to schools.

The school policing unit was established in 2018 after community concerns regarding the safety and security of school students in the Port Jervis School system increased following a series of high profile, tragic incidents involving violence in schools across the nation.

A shared service was created involving the partnership of the Port Jervis City School District, the Town of Deerpark Police Department, and the City of Port Jervis Police Department to staff all school district educational buildings with police officers to provide enhanced safety and security during the school day.

The Port Jervis City Police Department provides officers to primarily staff the Port Jervis Middle School, Port Jervis High School, Anna S. Kuhl Elementary and Hamilton Bicentennial Elementary (HBE) school when officers from the Town of Deerpark Police Department are unable to cover these assignments.

At the inception of the program, strongly worded policy was developed by the District and the Port Jervis and Deerpark Police Departments that was included in an Inter-Municipal Agreement to strictly define the goal of the school policing program and specifically the role and responsibilities of the officers while performing school safety. The goal of the school policing program is to enhance the safety and security of our learning community by staffing school educational facilities with a police officer who is tasked with employing community policing strategies to develop rapport and trust with students, staff and parents to create a positive, trusting presence.

Strongly worded policy proscribed the basic duties of officers assigned to the school to ensure that school discipline and authority was preserved and handled by school officials. Port Jervis School Officers are trained and supervised to defer to school authority for internal school disciplinary matters.

If a major crime occurs on a school campus requiring a police investigation, the district follows their normal reporting protocols and coordinates with the school officer to refer the investigation to a police agency of jurisdiction, if warranted. Since the program was launched, Port Jervis Police Officers assigned to the school policing unit have not made a single arrest while performing their duties.

The Port Jervis Police Department has carefully selected part time staff from a pool of recently retired supervisors, detectives and active service officers with extensive experience in community policing and working with juvenile populations for these highly specialized school safety services.

Officers assigned to perform school safety are not assigned to regular street patrol duty in the City of Port Jervis and are specially trained by the department and the district to support the policy, guidelines and educational environment of the district.

The program has received strong community support since its inception including positive feedback obtained from high school students during listening sessions held in November 2020. The contract was recently extended for three additional years through the extension of the

original Inter-Municipal Agreement between the City, Town and School District, keeping the policies and procedures in place to strictly define and govern the role of officers in our schools.

Hope Not Handcuffs Program:

In October 2019, the Port Jervis Police Department and Operation P.J. PRIDE Community Substance Abuse Prevention Coalition announced the department's participation in the Hope Not Handcuffs program. The program offers this vital substance abuse treatment resource to the greater Port Jervis community and opened the department's front door as a first step in recovery from drug and alcohol addiction.

Hope Not Handcuffs-Hudson Valley, a program of the Tri-County Community Partnership Inc., is aimed at bringing law enforcement, community organizations and volunteers together to find viable treatment options for individuals seeking help to reduce dependency with any substance including heroin, prescription drugs and alcohol.

Anyone seeking help in the fight against drug or alcohol addiction may come to the Port Jervis Police Department and ask for the Hope Not Handcuffs program. They will be treated with compassion and respect and welcomed into the department where an officer will connect the individual seeking treatment to an "Angel" volunteer from the Hope Not Handcuffs team who will actively seek out a treatment plan.

Individuals suffering from addiction will instantly gain an advocate and a network of resources designed to lead them to success. If an individual is having difficulty obtaining transportation to training, officers are permitted to drive individuals to treatment to remove transportation obstacles and ensure that treatment access is available to all.

Hope Not Handcuffs is a proactive approach to reach out to people struggling with drug addiction to encourage them to seek recovery and regain control of their lives. Since the program's inception in the City of Port Jervis, a number of individuals have been offered the program by officers through daily interactions and several individuals have successfully obtained treatment through this program initiated by contacts from police.



NEW: Pilot Pre-Arrest Diversion Program:

A Partnership of: Orange County District Attorney's Office, Hope Not Handcuffs - Hudson Valley, Port Jervis City Police Department, Middletown City Police Department, Town of Mount Hope Police Department, Town of Crawford Police Department, Village of Maybrook Police Department.

In December 2020, along with the with the Orange County District Attorney's Office, Hope Not Handcuffs - Hudson Valley, Orange County Mental Health and four additional Orange County Police Agencies selected by the Police Chief's Association of Orange County, the City of Port Jervis Police Department was selected to participate in the planning of a pilot program, whereby rather than filing charges against persons accused of some drug crimes in court, if appropriate, they would be offered the opportunity to participate in a Pre-Arrest Diversion Program, designed to refer them to drug treatment.

According to District Attorney David Hoovler, "The hope is that the Pre-Arrest Diversion Program will be a vehicle to steer many users away from drugs, and away from the criminal justice system, so that they can live healthy and productive lives, without the stigma of criminal convictions hanging over their heads."

Program Design:

After investigating a case, if an officer believes that a subject would benefit from drug treatment and the individual is open to the option, the officer can refer the subject for assistance from Hope Not Handcuffs – Hudson Valley, instead of charging them with a crime.

Hope Not Handcuffs – Hudson Valley volunteers will, then help the subject find the treatment services that will best support their recovery. If for any reason Hope Not Handcuffs – Hudson Valley is not able to assist an appropriate candidate, the involved officer can refer the person to the Orange County Crisis Help Line at 311 for assistance. If the individual is successful in treatment, no charges will be filed. If the individual is unsuccessful, the District Attorney's Office and other stakeholders will discuss whether to file charges at that point.

Starting with policy and procedure training for officers and staff, this pilot program launched on February 15, 2021.

Handle With Care:

Prior to the onset of the pandemic, Port Jervis police officers participated in awareness training provided by the Port Jervis City School District and Ms. Julika Von Stakelberg, Co-Chair for the Orange County Parenting Coalition and Family and Community Resilience Educator, pertaining to focus on childhood trauma and resilience.

During a Police Reform and Collaborative listening session sponsored by the Port Jervis Community Action Group in October 2020, Ms. Von Stakelberg provided valuable input about this program called “Handle with Care” and connected with Chief William Worden. As a result, Ms. Von Stakelberg and representatives from Orange County Mental Health began the planning processes for implementing a “Handle with Care” program between the Port Jervis Police Department, Orange County Mental Health, and the Port Jervis City School District.

Handle With Care is a program that enables local police to notify school districts when they encounter a child at a traumatic scene so school personnel and mental health partners can provide appropriate trauma-sensitive interventions immediately.

The implementation of the Handle with Care program requires:

1. Police to send notification to schools.
2. Schools to receive notifications and prepare trauma-sensitive support.
3. Mental healthcare providers to partner with schools for on-site therapy.

The goal is to alert school professionals of children who have been exposed to trauma, and as a result could benefit from additional assistance to help them focus, behave appropriately, and learn.

Program planning and implementation is still being coordinated to launch in 2021.

Domestic Violence Prevention and Response - Risk Reduction Program:

Partnership: Fearless! Hudson Valley and the Port Jervis Police Department

“A community-based collaborative deploying a multidisciplinary approach to proactively address domestic violence.”

Combatting domestic violence and empowering domestic violence survivors requires collaboration. Through enhanced training and collaboration with Fearless! Hudson Valley, the Port Jervis City Police Department, continues to participate in a Domestic Abuse Response Team [DART] Intervention Program model.

In 2017, along with the City of Newburgh Police Department, the Port Jervis Police Department was selected as the second agency in Orange County to participate in a pilot program with Fearless! Hudson Valley, formerly known as Safe Homes of Orange County, to enhance the department’s response to cases involving domestic violence. The department was provided with a part-time, co-located domestic violence advocate who served as project coordinator to implement a Risk Reduction Program with the City of Port Jervis Police Department to reduce the threat of lethality and enhance victim services.

This program creates an enhanced and proactive domestic response team to address intimate partner violence in our community and provide increased safety assessments, reporting, access to victim services and incident follow-up to reduce the incidents of intimate partner violence and death.

Officers have received enhanced training to administer an evidence-based Lethality Assessment Tool while investigating intimate partner violence to connect survivors to resources 24 hours a day to assist in safety planning. In 2019, a Fearless! Domestic Violence Project Coordinator was upgraded to full-time, co-location status, physically within the station, to enhance services to the City of Port Jervis and surrounding areas. This program is a model program in Orange County and the State of New York.

Ms. Meaghan Ruiz of Fearless! Hudson Valley has served as the full-time co-located Project Coordinator for the Risk Reduction Response Program for the City of Port Jervis Police Department. Ms. Ruiz is a highly dedicated public servant who works diligently to promote community-based partnership between Fearless! and the Port Jervis Police Department to support victims of domestic violence and intimate partner violence.

The funding for this project was initially provided through the New York State Department of Criminal Justice Services "STOP" funding under the Violence Against Women Act and has been renewed in 2021. This funding will allow the Port Jervis Risk Reduction Response Program to continue for five additional years and will ensure the ability to continue the development of proactive partnerships to support victims of domestic violence and intimate partner violence.

Mental Health Response Pilot Program:

The Port Jervis Police Department supports the concept of the Crisis Intervention Team Approach for addressing mental health related calls for service. The department works closely with Orange County Mental Health and the Mobile Response Team to respond to mental health calls for service. Unfortunately, due to the geographic location of the City of Port Jervis, support resources are not immediately available.

Since 2019, Port Jervis police officers responded to 206 calls for service involving mental health assistance. The department has prioritized training of staff in mental health assistance and awareness. Currently, 18 officers have successfully completed the 40-hour Crisis Intervention Team Training Program (CIT). In addition, the Port Jervis Police Department participates in Orange County's CIT Working Group, where officers have been trained to utilize a team approach with mental health resources to facilitate effective response and follow-up services.

Officers assigned a mental health related call for service are mandated to complete a Crisis Intervention Report immediately after handling the call for service. This report is then

disseminated to a working group of mental health professionals consisting of Orange County Mental Health, Orange County Crisis Call Center, Mental Health Association of Orange County, Mobile Response Team, Independent Living, and the National Alliance of Mental Illness (NAMI), for case follow-up.

In an effort to improve the department's response to mental health related calls for service, the Port Jervis Police Department, Orange County Mental Health and Independent Living are developing a partnership to utilize peer mental health support staff assigned to Orange County Mental Health's Forensic Connection Program located in the City of Port Jervis to assist Port Jervis officers with mental health assistance calls for service while Forensic Connections staff, are available during business hours.

The Forensic Connections Program which is located at the Port Jervis Municipal Building is a collaboration of Orange County Mental Health, the NYS Dept. of Mental Health and Independent Living which provides intervention services to persons 16 years of age and older with mental illness or co-occurring disorders who are involved in the criminal justice system. The program is staffed by a trained mental health coordinator and peer specialist who provide services to individuals with mental illness, or co-occurring disorders to reduce recidivism, divert individuals with mental illness or co-occurring disorders away from jail to treatment, link and refer participants to services and assist participants in overcoming their disabilities through programs, encouragement, and education.

The Mental Health Response pilot program will involve providing training to officers and communications personnel for receiving calls for persons suffering a mental health crisis, de-escalation techniques, peer mental health response for on-site counseling and follow-up services between police and mental health resources to include mobilization of peer support and connection of services to the Orange County Crisis Call Center and Mobile Response Team (MRT).

Once implemented, this pilot program will provide an enhanced, multi-agency mental health response option to respond effectively to persons in crisis leading to treatment outcomes. Training is scheduled to commence in mid-March 2021.

Early Intervention and the Juvenile Aid Bureau:

The Juvenile Aid Bureau is responsible for the investigation of crimes committed by juveniles and adolescent offenders as well as providing information and resourced to parents regarding the different avenues that can be explored for a positive outcome with a child who may be engaged in delinquency.

The Port Jervis Police Department's Juvenile Aid Bureau is partially funded through the Orange County Youth Bureau and is staffed by a specially trained detective-youth officer who maintains

a separate office in the Port Jervis Youth Center. The mission of the Juvenile Aid Bureau is to provide early intervention services through education, prevention, and connection of services to address the root causes of delinquency. Research supports the effectiveness of early intervention programs for the prevention of delinquent behavior and support of youth growth and development.

The Juvenile Aid Unit is committed to the development and implementation of programs designed to provide outreach to the youth of the community to establish positive relationships, prevent and control juvenile delinquency, and other behavior that impacts the quality of life in our community.

The Juvenile Officer provides early intervention services through a network of partnerships with our local schools, acting as liaison between the school and our local police department, Orange County Probation, Family Court, Mental Health, Child Protective Services, Social Services, Orange County Attorney's Office, and a host of non-profit youth development organizations. The Juvenile Officer often diverts juveniles engaged in delinquency and their parents, to programs and support provided through these services to address the cause of delinquency with the goal of preventing further acts.

Education and prevention provide the cornerstone of early intervention programs. The JAB officer provides classroom lectures and programs to youth regarding youth safety, citizenship, respect, bullying prevention, education and reading, violence avoidance and drug prevention ranging from pre-school aged youth to high school students.

The officer further promotes community policing initiatives through participation in school and community events, National Night Out Against Crime, Career Days, School Health Fairs, Youth Safety Days, Read Across America, Youth Sports, and recreation. The Youth Bureau further facilitates an annual Youth Police Leadership Academy each summer for eight days providing leadership and civic training to youth ranging from grade 5 to grade 8.

Since 1999, violation level contacts and referrals with youth have been reduced by 71% while juvenile related misdemeanor and felony offenses have been reduced by 77% compared with referrals in 2020.

After receipt and review of the PJPD's Community Interaction and Outreach answers, **the PJ-PRRCC recommends (11) the PJPD continue to seek community partnerships that may be formalized over time that will support its ongoing service mission, support proactive intervention and diversionary programs for youth utilizing a network of youth and family services providers, and increase the knowledge and training of PJPD officers and staff and continue to improve public safety.**

Youth Interaction:

Feedback received from students during listening sessions conducted at the Port Jervis High School indicate interests in developing an after-school club or explorer type program involving police and students interested in the field of criminal justice.

Ride Along Policy:

The Port Jervis Police Department currently participates in a student intern program with students from colleges and universities seeking to participate in an unpaid internship in the field of law enforcement. Students from SUNY Orange, Sussex County Community College, SUNY Oswego and East Stroudsburg University have successfully completed internships with the department ranging from 80 to 120 hours.

The department further participates in a student ride along program for the Orange Ulster BOCES law enforcement program providing ride alongs and learning opportunities for high school students participating in this program.

In an effort to expand ride along engagements for officers and the public, the department is currently working with the city to update their current ride along policy and waivers to expand opportunities for these engagements. The policy draft will require council approval.

To enhance positive interactions and engagements with community youth, the following activities will be prioritized by the department in partnership with the school district, recreation department, non-profit community organizations and faith-based organizations:

- Open engagement with faith-based community to increase opportunities of positive interactions and mentorships for our youth.
- Hosting after school and evening open gym activities with police officers
- Increasing opportunities to provide informal meetings and engagements with school students through lunch periods and serving as a guest speaker for clubs.
- Hosting “jump out” parties at city parks.
- Partnering with our recreation department to sponsor activities at our local parks and youth center to include games, activities, pickle ball and basketball games.
- Prevention education through the DARE and Too Good for Drug Program and enhance program presentation by recruiting DARE mentors from the high school to assist.
- Facilitation of the summer leadership academy for grades 5-8
- Facilitation of the annual National Night Out Against Crime Celebration
- Launch “Color with a Cop” youth reading and engagement program.
- Supporting the restoration of recreation funding to keep city parks open and staffed by recreation personnel during the summer months.

In-service training of personnel is essential to ensure officers are engaging with the youth in a fair and just manner to build trust and understanding. In-service training programs should be implemented to develop strong relations with youth of color to include de-escalation techniques, youth mental health first aid and cultural diversity and awareness to assist officers with creating positive interactions.

The PJ-PRRCC believes that early intervention and the development of positive habits and relationships with positive role models such as trained PJPD officers and community leaders is a low-cost prevention method that grows strong motivated youth into strong motivated adults and citizens. Therefore, **the PJ-PRRCC recommends (12) that the city provide and expand opportunities for positive interactions and programs between youth, the PJPD and other City departments such as Recreation and Parks and responsible qualified community leaders whenever possible. To expand the reach and depth of programming for youth, formal and information partnerships with community organizations is also encouraged.**

COMMUNICATION OPTIONS

Communication of department programs and initiatives is vital for public transparency and support. The department currently utilizes the department's website, Facebook and Twitter page to provide public information. Prior to 2021, a commercial media firm assisted the police department with maintaining a social media presence by providing daily social media communications to the public. The funding for this service was cut during the 2021 budget process, greatly reducing the department's social media footprint.

Utilizing social media technology is vital to assist the department with establishing and communicating PJPD goals and implementation progress to the public through multiple channels namely; website, Facebook, Snapchat, Instagram, TikTok, etc. Dedicating resources to facilitate appropriate messages per age group is vital for effective communication with the public through these platforms. In addition, an outside firm should be considered to assist the department with managing messaging and public updates.

Communication objectives include enhancing traditional public communications through:

- Installation of a safety kiosk at City Hall to include the prescription drug disposal drop box and prevention information pertaining to traffic, car and bike safety, gun safety programs which would include safety locks, and other pertinent safety information.
- Continue public safety interactions and training with community groups and Neighborhood Watch organizations. And encourage neighborhood and organization-based meetings and strategies that promote open lines of communications.
- Regularly attend ward meetings.

- Develop public presentations that can be shared via social media.

Support deployments of community policing strategies to include Foot Patrols, Park and Walk Patrols and Bicycle Patrols in neighborhoods, business districts and parks to enhance individual community-based contacts with police officers.

Considering the recent loss of regular newspaper coverage in Port Jervis, and the use and dependency by the public on social media for news of local activities, and alternately, the need for the PJPD and the city to communicate information to the public, the PJ-PRRCC **recommends (13) the city regularly provide the funding to hire communication agencies experienced in multi-platform social media communications for coordinated PJPD and city public outreach.**

Further, the PJ-PRRCC **recommends (14) the PJPD continues and expands where possible, its face-to-face interactions with the public from youth to seniors, residents, businesses owners and visitors.**

TRAINING

Continual in-service and specialized training programs are vital for developing staff to ensure that they are equipped with the necessary knowledge, skills, abilities, and technologies to effectively serve in their public safety capacity.

The PJPD meets or exceeds the NYS Division of Criminal Justice Services Accreditation standards for training and requirements promulgated through the State's Municipal Police Training Council to provide quality training to sworn and civilian support staff annually.

Current accreditation requirements mandate officers receive at least 21 hours of in-service training annually to include, at a minimum, firearms training, legal updates, and review of the use of force and the use of deadly force. Furthermore, supervisors are required to receive annual training to enhance their supervisory skills. *(Source: DCJS)*

Currently, the department maintains a contingent of 11 New York State Certified Training Instructors who regularly provide in-service training within the department and instruct at the PCAOC Police Academy. Three of these instructors obtained instructor certification in 2021.

The department has prioritized training for 2020-2021 designed to improve police/community interactions, enhance service and public perception and legitimacy of the following policing practices:

- Procedural Justice
- Implicit Bias Training
- Use of Force Training
- De-escalation Training

- Mental Health Intervention
- Officer Wellness
- Active Bystandership for Law Enforcement (ABLE)
- Diversity and Cultural Awareness

Community-Based Training/Diversity:

Harnessing the diverse resources of our community provided by citizens and organizations is key in assisting the police department with implementing formal diversity trainings and programs. Identifying resources in the community to meet with officers and facilitate awareness training programs that will assist the department in supporting formal diversity trainings and improve awareness in areas pertaining to bias, race, ethnicity, sexual orientation, and vulnerable populations that are served by police.

As it is critical to building awareness between the community and the PJPD, and to reduce micro-aggressive behaviors and implicit and explicit biases, the PJ-PRRCC **recommends (15) the development and active implementation of formal training and informal interactions that will increase personal contact between department staff, officers and the community.**

Additionally, the PJ-PRRCC **recommends (16) that the City and Department continue to seek and expand resources for equipment, training and programs from community, county, state, and federal levels. Consider partnering with not-for-profits and research foundations and grant funding entities for funding.**

OFFICER WELLNESS

The department is taking steps to improve officer wellness through implementation of the ABLE Training Program, appointing an officer to serve as a peer Employee Assistance employee to liaison with employee assistance programs at the local, county and state levels to provide immediate intervention avenues for treatment and assistance for officers.

In addition, the department will expand the Police Chaplaincy program to appoint a second police chaplain in an effort to increase the availability of chaplaincy services to members of the department and the public.

Serving as a law enforcement officer is a physically and emotionally dangerous career. Law enforcement officers face increased risk of physical and mental health issues when compared to the general population due to the severe emotional and physical dangers they encounter throughout a career.

In an effort to address officer wellness, the adoption of policies, training and employee centered wellness strategies, will develop an effective and proactive approach to preparing officers to

handle the stress of the occupation and provide a culture that encourages promotion of officer wellness.

Steps to Promote Wellness and Well-Being Within the Department:

Depending on their assignments, members of the department face different risks and stressors throughout their careers. Implementing well-being programs that emphasize self-care, counseling and intervention programs, are vital resources that should be available to officers.

The creation of an Employee Assistance Program (EAP) is crucial to create a culture that encourages input by staff, supervisors and employee support programs that are vital to understanding the concerns of individual officers and provide law enforcement personnel with confidential support for their personal and professional lives.

Currently, the department is building an EAP program by initiating programs and training that prioritizes wellness and safety and incorporates this theme in all aspects of the department's work processes, policy and supervision.

In 2019, select staff members attended an officer suicide awareness seminar at SUNY Orange to increase awareness of the growing trend of suicide rates within law enforcement. Current departmental policies provide for employee assistance support through the New York State Police for officers involved in critical incidents and traumatic events, the use of paid administrative leave and access to counseling services for officers. Increased awareness will improve the ability of supervisors and peers to monitor co-workers involved in traumatic incidents for changes in their demeanor and behavior to provide early intervention.

A department chaplaincy program was instituted in 2018 with the appointment of a trained police chaplain to support the department and community through emotional support, counseling, and guidance. The addition of a second department chaplain is planned for 2021 to provide additional access and support for staff and community members.

Acting on research that supports the concepts that officers often feel more comfortable speaking with fellow officers, the department appointed a detective to serve as the peer Employee Assistance Liaison for the department. This liaison will connect officer wellness programs for officers and provide internal peer support partnerships to provide additional training to staff on officer wellness. Peer support and mentoring programs are effective avenues for officers to express their concerns with veteran officers that can empathize through experience, the feelings and emotions that officers commonly experience.

NYLEAP: New York Law Enforcement Employee Assistance Program:

NYLEAP will be coordinating with the department's newly appointed employee assistance coordinator to present an upcoming training to all sworn staff to educate officers about NYLEAP and the support available to first responders. Staff will be presented with information to assist in recognizing signs and symptoms that arise from stress, trauma exposure, PTSD, cumulative stress disorder, anxiety, depression and suicide that can occur from being a police officer.

Officers will be provided with resources and assistance to address wellness concerns, improve self-awareness, care and to create a culture where police officers can safely express what they are experiencing, ultimately leading to increased health and wellness for the employee.

Training Facility:

The City of Port Jervis has earmarked funding to construct a training facility for the police department at their firearms training range. Once constructed, this facility would provide an environment to facilitate training and support officer health and wellness by providing access to physical fitness equipment and a safe location to conduct peer support and incident debriefings.

The continued health and wellness of PJPD officers is of profound importance to a well-functioning police force, the staff, themselves, their families, and the public they serve. From physical and mental health perspectives, it is important that officers continue to receive the training and support necessary for them to holistically care for themselves and the public. To this end, the PJ-PRRCC **recommends (17) the continued financial, programmatic support of programs and methods that advance officer wellness.**

CONCLUSION:

Port Jervis Police Reform and Reinvention Collaborative Report

A Work in Process

NYS Governor Cuomo's E.O. 203 required local governments, which include counties, cities, towns and villages, to ***perform a comprehensive review*** of their "current police force deployments, strategies, policies, procedures, and practices, and ***develop a plan to improve*** such deployments, strategies, policies, procedures, and practices, ***for the purposes of addressing the particular needs of the communities served by such police agency and promote community***

engagement to foster trust, fairness, and legitimacy, and to address any racial bias and disproportionate policing of communities of color.”

Through this review process, members of the community from youths to seniors, of many races and varied ethnicities and educational levels asked their questions, discussed pressing issues, levied their opinions, and had their input considered in the writing of this report and the development of the recommendations contained herein.

Port Jervis Police Chief Worden provided answers ranging from statistical analysis to police policies and procedures and explained the why's and wherefores of seemingly contradictory information. As a community member himself, PBA Union President Sergeant Kevin Reilly provided his view on the cultural changes the department has undergone in his 26-years on the force.

Commonalities prevailed. Though 17 recommendations were made by the Port Jervis Police Reform and Reinvention Collaborative Committee (PJ-PRRCC), and there was some inherent lack of trust expressed as to police officer's motivations, there were no overt accusations or evidence of misconduct or improprieties.

In the current analysis, the PJPD has performed its duties professionally and with great care for the community it serves. Outreach, whether it be unloading food stuffs at the local Easter Seals food pantry, walking the beat, or delivering a homeless person to the local Warming Station on a cold winter night, is integral to the ethos of the Port Jervis Police Department.

Over two years' time, fewer than 20 complaints, representing 0.09% of all calls received from citizens have been submitted, the vast majority for quality of service. One recently filed civil suit is pending and currently being litigated by the city.

That being said, there are always opportunities for improvement.

Because there is no civilian representation in the oversight of the PJPD, there is room for mistrust of its authority.

Because presently there are no persons of color on the PJPD, there is room for change. Increased diversification of the force was the number one comment of any one conversation having to do with this E.O. 203 review. It is a necessity, for taxpayers and their children, rightfully so, to insist upon representation that “looks like them.”

When statistics are compared, there are no apparent indications that any one racial or ethnic group is over or underrepresented in the crime statistics. Whites are an overwhelming portion of the city's population and represent a comparable percentage of those charged with any number of types of offenses.

Though compared to other communities with Port Jervis' socio-economic challenges of poverty, abuse, mental health, drugs and addiction, thankfully, gun violence, hate crimes and reports of PJPD department misconduct are rare.

When reviewing the decrease in Part I and Part II crimes over time, the consistent use of the 4 Central Principals of Procedurally Just Behavior on the Pillars of 21st Century Policing via Community Policing methods by the Port Jervis Police Department are largely considered to be the mitigating factors that separate Port Jervis from other communities with similar demographics. As a result of their constant application, residents readily communicate their concerns directly to the Port Jervis Police department and to elected officials and make use of the PJPD anonymous tip line, telephone (845) 858-4003.

To increase communication and transparency and to expand upon the existing complaint system, officers will be provided with business cards with contact numbers to provide community members so that all will be afforded greater access to submit a complaint or compliment, regarding a member of the department via phone, in person, by mail or electronically.

The PJPD recognizes explicit and implicit biases, including micro-aggressions, as dangers to the public and officers. As a result, the department will continue to educate its officers and staff regarding these issues during annual in-service training programs provided through the State of New York, in-house training, and outside training resources to include on-line training programs and community-based resources.

With training and support, PJPD officers who have been punched in the face, bitten by suspects, threatened with knives held by distraught teenagers, have not retaliated in kind or with deadly force, will continue to perform their jobs as safely as possible with continued respect for human life.

De-escalation training with the existing simulator along with the ABLE training and mandated order to intervene under the department's Use of Force policy are designed to prevent another George Floyd or another Eric Garner.

With the safeguards implemented in "No Knock" search warrants, another Breonna Taylor should not die.

With the strict guidelines over the School Policing Officers and on-going training of the force, no 9-year-old Black child having a meltdown should be pushed into the back of a police car and sprayed with pepper spray while crying for her daddy.

With the advancement of the Mental Health Response team, another David Prude need not die after sitting naked in the middle of the street with a restraint hood over his head.

The seriousness of the charge and the intent of E.O. 203 could be no less direct, particularly for persons of color for they disproportionately have died after interactions with law enforcement.

The charge at hand, after this review of the Port Jervis Police Department, comes as of April 1, 2021 with the deadline for plan submittals to Albany, NY gone by.

At the time of the E.O. 203 in summer 2020, NYS exempted the New York State Police and State University - New York law enforcement from going through similar review.

Also, E.O. 203, was not accompanied by any funding to carry out any of the recommendations that resulted from this overview. No funds were allocated for equipment, or training of officers or community members interested in joining a Community Policing Advisory Committee (CPAC), which was even suggested in the E.O. workbook.

One may ask, why then did Port Jervis make the investment in time and resources for something that most likely when done, will sit on a shelf and by being there will in and of itself “check the proverbial box?”

It is for the same reason that in 1994, then Chief Wagner adopted and incorporated the philosophy of Community Oriented Policing into the PJPd. His work was followed by Chief Craig Cherry and then Chief Worden’s implementation of the Pillars of 21st Century Policing grounded in the 4 Central Principles of Procedurally Just Behavior.

These principles include 1) treating people with dignity and respect, 2) giving individuals “voice” during encounters, 3) being neutral and transparent in decision-making and 4) conveying trustworthy motives.

You really cannot go wrong when you start with basic respect and trust that even though if perhaps lacking at first, the words may be wrong, the perception may be off, but the intention is true, to provide enough room to develop and implement long-lasting solutions.

After plan adoption the implementation phase follows.

For community policing to be successful, both the city and the community have to join together to accomplish the goals of this plan.

As with any project that is worth it in the end, two inputs are ultimately important – time – and money.

At this point in the process, time and intention are required. Money can be found.

There is an opportunity here to advance beyond the current solid foundation already in place within the Port Jervis Police Department and within the community at large.

What is outlined in this report is the beginning of a strategic plan to advance the PJPd’s professionalism and forward looking co-joined programs to the advantage of the city, the PJPd and community at large.

To make it a reality, will take all the parties who originally levied their opinions, joining together, making a plan, and working the plan.

On behalf of our community, our families and our children's future, that is our charge.

This report should be considered the end of a chapter, for the real work begins now.

Though this report is designated as the City of Port Jervis', it is actually a community driven document and as such, "we" are not done – yet.

A comprehensive list of the recommendations follows:

PORT JERVIS POLICE REFORM AND REINVENTION
COLLABORATIVE COMMITTEE RECOMMENDATIONS

Number	Plan Page	Recommendation
1	15	The creation of a Community Policing Advisory Committee (CPAC) that follows best practices and reflects the varied composition of city residents to serve as a citizen advisory board to the Police Department and Police Committee.
2	21	Continued advancement of de-escalation training through use of the existing simulator, the ABLE Program and other similar available training and equipment.
3	23	Addition of the proposed Community Policing Advisory Committee (CPAC) as another avenue to receive community complaints (or compliments).
4	24	The purchase and use of police body worn cameras by the PJPd.
5	27	The PJPd, and the City government take steps to ensure a broad field of qualified candidates through outreach and/or increasing the 15-mile residency radius.
6	27	Exploring the option of adding community representation, perhaps through the proposed Community Policing Advisory Committee (CPAC), that will provide input to the city's police officer selection and promotion process.
7	31	The location and use of applications that cost effectively provide the aspects necessary to standardize inputs and provide the analytical reports that are necessary for administration and oversight committees to determine department effectiveness.

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8	31	The development and implementation of a statistical dashboard of police activities be added to the city's website and that key measurements and time update increments be decided by the Police Committee and recommended Community Policing Advisory Committee (CPAC).
9	33	The exploration of developing a Community Engagement Team consisting of trained community-based peers and community leaders that would provide an effective avenue for officers to refer complex quality-of-life complaints to build community-based solutions to solve them.
10	33	To increase the required educational level of an incoming officer beyond that of a 2-year degree, and/or, to current officers, offer tuition reimbursement for training in social services, mediation, conflict resolution, mental health first aid and so forth.
11	40	The PJPd continue to seek community partnerships that may be formalized over time that will support its ongoing service mission, support proactive intervention and diversionary programs for youth utilizing a network of youth and family services providers, and increase the knowledge and training of PJPd officers and staff and continue to improve public safety.
12	43	That the City provide and expand opportunities for positive interactions and programs between youth, the PJPd and other City departments such as Recreation and Parks and responsible qualified community leaders whenever possible. To expand the reach and depth of programming for youth, formal and information partnerships with community organizations is also encouraged.
13	43	The City regularly provide the funding to hire communication agencies experienced in multi-platform social media communications for coordinated PJPd and City public outreach.
14	43	The PJPd continues and expands where possible, its face-to-face interactions with the public from youth to seniors, residents, businesses owners and visitors.
15	44	The development and active implementation of formal training and informal interactions that will increase personal contact between department staff, officers, and the community.
16	44	That the City and Department continue to seek and expand resources for equipment, training and programs from community, county, state, and federal levels. Consider partnering with not-for-profits and research foundations and grant funding entities for funding.
17	46	The continued financial, programmatic support of programs and methods that advance officer wellness.

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APPENDIX B

NEW YORK STATE POLICE REFORM AND REINVENTION COLLABORATIVE PLAN CERTIFICATION FORM

Instructions: The Chief Executive of each local government must complete and submit this certification and a copy of their Plan to the Director of the New York State Division of the Budget on or before April 1, 2021 at EO203Certification@budget.ny.gov.

I, Kelly B Decker, as the Chief Executive of City of Port Jervis, N.Y.
(the "Local Government"), hereby certify the following pursuant to Executive
Order No. 203 issued by Governor Andrew M. Cuomo on June 12, 2020:

- ☒ The Local Government has performed a comprehensive review of current police force deployments, strategies, policies, procedures, and practices; Q
- ☒ The Local Government has developed a plan, attached hereto, to improve such deployments, strategies, policies, procedures, and practices (the "Plan"); Q
- ☒ The Local Government has consulted with stakeholders (including but not limited to: membership and leadership of the local police force; members of the community, with emphasis in areas with high numbers of police and community interactions; interested non-profit and faith-based community groups; the local office of the district attorney; the local public defender; and local elected officials) regarding the Plan; Q
- ☒ The Local Government has offered the Plan in draft form for public comment to all citizens in the locality and, prior to adoption of the Plan by the local legislative body, has considered the comments submitted; and Q
- ☒ The legislative body of the Local Government has ratified or adopted the Plan by local law or resolution. Q

Kelly B Decker

Name



Signature

Mayor

Title

2021 March 22

Date