Date: 5-25-22

Place: Meeting conducted via Zoom, livestreamed to City’s YouTube Channel

Time: 3:30 pm

1 **Approval of minutes 5 min**

2 **Comments from the Public – 3 min each**
   mail comments to cpb@cityofithaca.org

3 **Report from Common Council - 5 min**

4 **Report from the Police Department – 5 min**

5 **Report from Staff – 3 min**

6 **Old Business - 30 mins each**
   6.1 Discussion- letter to the Council and response.
   6.2 Discussion- D.H. Goodall’s slides

7 **New Business – 5 min each**

8 **Motion to enter into Executive Session to Discuss Investigations**

If you have a disability that will require special arrangements to be made in order for you to fully participate in the meeting, please contact the City Clerk at 274-6570 at least 48 hours before the meeting.

Date: May 25, 2022
The Community Police Board (CPB) is a City chartered commission. We are tasked by that charter to assist in resolving complaints made by citizens regarding police services, and to make recommendations on any matter affecting policy or performance of the Police Department including finances and budget. We are to act as a community liaison to the Police Department to foster positive communication between the police and the community.

We have closely observed and discussed the progress of a City initiative intending to improve public safety delivery which began about two years ago. While two members of our Board have been appointed as technical advisors, we have not been a part of shaping the proposal that you are currently considering. We do agree with the broad assertion that Ithaca can improve the delivery of public safety for all stakeholders, but there is a growing concern among all our members that the proposal presented by the Reimagining Public Safety Collaborative (RPSC) to Common Council requires further thought before approval.

This letter is not intended to serve as a comprehensive review of the reimagining plan, but some of our concerns are captured in the following questions:

**Goals & Plan**

- What is the goal of the plan? Is there a shared understanding of a goal within the Common Council and in the Ithaca community?
- What specific local concerns were identified in the impetus of creating this plan?
- How will success or lack of success be measured?
- What data from the Ithaca community informed the plan’s development?
  - What data were used to determine how and which marginalized members of the Ithaca community were affected by the Ithaca Police Department (IPD)?
- Which existing models were used when developing the plans in the working group’s proposals?
  - How closely matched are these municipalities with the demographics/size of Ithaca?
• Was consideration given to supporting or strengthening the current public safety model to address the concerns that serve as the basis for this plan?
• If the plan were adopted today, how would the current roles of IPD officers and leadership be affected immediately and within the first year of implementation?

Process
• What was the selection process for naming leaders and members of the working groups?
• Which perspectives have been left out of this process? How confident are you that this process has been inclusive/representative of all stakeholders of the Ithaca community, including:
  ○ Ithaca Police Department
  ○ IPD leadership
  ○ City Attorney and Tompkins County District Attorney
  ○ Local businesses
  ○ Emergency agencies/services (e.g., EMTs, Social Services, Mental Health)
  ○ Community-based organizations
  ○ Local law enforcement agencies (i.e., Sheriff, NYS Police, Campus Police, etc.)
  ○ Local faith groups
• Would the development process of the plan have looked different had there not been a pandemic?
• Were organizers of this plan or lead role players made aware of any intentional or direct efforts by the IPD to partner in this plan?
• What operational or position/role changes or modifications did the IPD recommend specifically?
• Has there been a survey of IPD Officers for questions or concerns in the same manner as the surveys that were provided to the public to provide their opinions?

Operations & Logistics
• Is the proposed supervision structure Mayor → Commissioner of Community Safety → Chief/Director of Police & Director of Community Solutions? **OR** is it Mayor → City Manager → Commissioner of Community Safety → Chief/Director of Police & Director of Community Solutions?
  ○ Are the added layers to administration
    ■ necessary?
    ■ efficient?
    ■ an effective model?
    ■ sustainable/fiscally prudent?
- Was it ever considered to have unarmed responders to be under the chief of police's supervision?
- Does the City currently deploy unarmed responders? For example, in the past there have been units, including the Gorge Rangers, which were discontinued.
- Is there a possibility of inter-agency (Department of Community Solutions & Police) confusion with regard to roles and what measures will be taken to minimize this?
- What is the difference between the proposed new department of Community Solutions and supplementing the public safety services that already exist?
- Will the job entry requirements of the unarmed responders be comparable to those of the current police officers?
- If this plan should be approved, will the new department be under the same negotiated plan as the PBA? If not, will this be a separate bargaining unit?
- Should this plan include job descriptions of planned and current positions?
- Was there a request made to IPD to provide its job descriptions of positions in IPD?

**Communication & Outreach**

- The published plan cites 1000 subscribers to an email list, 50+ meetings, and 35+ members and advisors. Are you comfortable with this as an indication of adequate communication of the plans?
- Were organizers of the plan made aware of any offer by IPD to co-host or take lead in hosting for the public?
- How many town hall meetings were held with focus on understanding the jobs/positions in IPD or explaining its department structure and/or operations?
- How has this plan been communicated/explained directly to our current police force?

The Community Police Board cannot help but note an atmosphere of hostility and divisiveness which has accompanied the planning process from the beginning. In our view, this environment stifles honest differences of opinion and impedes the communication necessary to make the improvement of public safety actually happen. We appreciate any efforts to improve the delivery of public safety, but we urge the Common Council to take a step back from immediate adoption of this reimagining plan and consider, first, how best to delineate our common goal and address any identified problems or deficiencies.
Enhancing IPD’s Recruitment Strategy

A report for the Ithaca Community Police Board

by D.H. Goodall, dhgoodall LLC, dh@dhgoodall.com
Enhancing IPD’s Recruitment Strategy

Section 1.1: An Introduction
About D.H. Goodall

• 20+ years of broad work experience and successful projects.

• Member of Diversity, Equity, & Inclusion Council in Ithaca, NY, at Cornell University’s ILR School.

• Member of Belonging Advisory Council for Outreach in NYC at Cornell University’s ILR School.

• Former Assistant Director of Recruitment for Graduate Programs at Cornell University’s ILR School.

• Current Manager of Learning Innovation and Project Management at Cornell University’s ILR School.

• Mixed Jamaican-American who is part of the LGBTQ+ community in Central NY.

• Ithaca resident since 2002 and Ithaca business owner since 2000—dhgoodall LLC.
Minimum NYS Qualifications to Participate in Exam

NYS Department of Civil Service: FAQ

- Minimum training and experience necessary to participate in examinations does vary from location to location. Please refer to the examination announcement for each agency participating in the examination to determine the minimum qualifications for that jurisdiction. There are several qualifications/standards that have been set forth by Section 58 of the Civil Service Law and the Municipal Police Training Council that must be met in order to participate in an examination for Police Officer/Deputy Sheriff. They are as follows:

- Age: not less than 20 at the time of appointment nor more than 35 as of date of written examination. It is recommended that candidates be not less than 19 on the date of the examination;

- Graduation from high school or possession of a high school equivalency diploma;
Minimum NYS Qualifications to Participate in Exam (cont.)

- Medical and physical fitness requirements are set by the New York State Municipal Police Training Council and must be met prior to appointment;

- Municipal civil service agencies may establish other additional or higher qualifications than those listed above, so you must closely review the announcement for the examination where you are interested in being employed.

- Candidates who are veterans of the armed forces may have time spent on military duty, up to a maximum of six years, as defined in Section 243 (10-a) of the Military Law, deducted from their age for purposes of determining whether they meet the age requirement.

Source: https://www.cs.ny.gov/testing/test_guides/police_q_a.cfm
Who May Apply: Residents of the following New York State Counties: Tompkins, Allegany, Broome, Cattaraugus, Cayuga, Chemung, Cortland, Onondaga, Schuyler, Seneca, Steuben, and Tioga.

APPLICATION FEE: Tompkins County residents must pay a non-refundable $15.00 application fee at the time of application. Residents of all other counties must pay a non-refundable $75.00 application fee at the time of application. Application fees must be paid by check or money order payable to the “City of Ithaca”. Please be sure to include your name and examination number on your check or money order. We do not accept cash.

APPLICATION FEE WAIVER: The application fee will be waived for all residents of the City of Ithaca, provided that you submit a “Request for Application Fee Waiver” with your application. The application fee will also be waived for applicants who are unemployed and primarily responsible for the support of a household, eligible for Medicaid, receiving Supplemental Security Income (SSI) payments or Public Assistance (Temporary Assistance for Needy Families/Family Assistance or General Assistance) or who are receiving Supplemental Security Income (SSI), Aid to Families with Dependent Children (AFDC), Aid to Families with Dependent Children (AFDC) or Medicaid or Public Assistance (Temporary Assistance for Needy Families/Family Assistance or General Assistance), prior to the date of the examination.

Safety Net Assistance, or certified as eligible for the Job Training Partnership Act/Workforce Investment Act through a State or local social service agency, provided that you submit a “Request for Application Fee Waiver” with your application.

ACCEPTANCE OF APPLICATIONS: Applications must be received by the City of Ithaca Human Resources Department no later than 4:30 PM EST on the last filing date indicated above. Postmarks are not accepted. All applications must be original applications, either hard copy or electronically submitted through our online application program. We do not accept faxed applications, e-mailed applications or photocopies of applications.

APPLICATION MATERIALS REQUIRED: A City of Ithaca application, copy of high school transcript or GED, driver licenses, Affidavit of Residence with supporting documentation, proof of United States citizenship, and application fee or waiver.

VACANCIES: Currently, there are three (3) vacancies in the City of Ithaca Police Department. The eligible list established as a result of this examination may be used to fill these vacancies and any future vacancies that may occur during the life of the eligible list.

RESIDENCY: Candidates must be legal residents of one of the following New York State Counties: Tompkins, Allegany, Broome, Cattaraugus, Cayuga, Chemung, Cortland, Onondaga, Schuyler, Seneca, Steuben, and Tioga, at least one month prior to the date of the examination. Preference in certification may be given to candidates who are residents of the municipality in which appointment is to be made, provided that the candidate is a resident of such municipality at the time of examination and remains a resident of such municipality continuously thereafter, up to and including the dates of certification and appointment.

SALARY: $44,891

DISTINGUISHING FEATURES OF THE CLASS: The incumbent has personal responsibility in an assigned district during a specified period for the enforcement of all laws and ordinances and the protection of lives and property. The work consists primarily of routine patrol tasks. Assists in the investigation of criminal offenses and the apprehension of criminals. There is considerable independent responsibility for the exercise of sound judgment in emergency situations. However, ordinary procedures and special assignments are usually carried out under immediate supervision. Does related work as required.

MINIMUM QUALIFICATIONS: Graduation from high school or possession of a high school equivalency diploma.

If you expect to complete the educational requirement within six (6) months of the date of examination, you can be admitted to this examination. If successful on the examination, you will not be certified for appointment until you have submitted proof of completion of the requirements to the Civil Service Commission. Proof must be submitted within eight months of the date of examination. Failure to do so will result in removal of your name from the eligible list.

APPLICATION DEADLINE: July 25, 2019
Enhancing IPD’s Recruitment Strategy

Section 1.2: 2019 - Building a New Recruitment Model
Recruitment Activities Prior to 2019

Marketing Channels
- Facebook posts
- Flyers and posters
- Career fair booths
- Banners on Ithaca buses
- Local and regional radio ads
- Large banners above streets
- Contacting colleges with justice degrees
Connecting the Recruitment Funnel in 2019

- Streamlined process (ie. landing page, clarified the steps for candidates, delivered app materials directly by email)
- Personalized experience (ie. phone calls by police, follow-ups)
- Data-driven decision making (ie. candidate interest & demographic data, social media analytics, etc.)
- Demographic reach analysis
- Project results analysis
New Recruit Landing Page with Slogan “Be Part of the Change!”
Complete and Submit the 15 Questions Below to Download Your Guides and Request an Optional Phone Call

We recommend you use a computer to complete the survey so that you can download the files at the end of it. Please complete the survey below to download essential application guides and forms, such as the Police Officer Position Requirements and Instructions, Civil Service Written Exam Prep Guide, Physical Fitness Test Prep Guide, Cross-filing Form, Application Fee Waiver, and Proof of Citizenship Form. On the survey, you’ll also be able to request a phone call from a current IPD Police Officer who will be able to answer any questions you might have. Please note that the phone call might come from a blocked or private number.

Recruitment Survey and Materials Download

1/15 6%

Note about Privacy
Your survey responses will be stored separate from your application by a third-party company and will be used to evaluate the recruitment process and impact.

Note: If you choose to receive a phone call from a current IPD Police Officer, the only information that will be shared from the survey with the Ithaca Police Department is your first name, last name, phone, email, city, state, what aspects of employment are important to you, why you would or would not consider moving to Ithaca, and what your interests are outside work.

Please remember to click the “Submit” button on the last page to complete the survey.
Enhancing IPD’s Recruitment Strategy

Section 1.3: 2019 - Project Results and Data Analysis
2019 Survey Responses by Approved Counties
2019 Survey Responses by All Responding Counties
2019 Survey Responses by Approved & Non-approved Counties
2019 Survey Responses by Approved vs Non-approved

Inside Tompkins County

Outside Ithaca
90.9%
199 responses

Ithaca
9.1%
20 responses

All Responding Counties

Approved Outside Tompkins
59.4%
130 responses

Non-approved Outside Tompkins
23.3%
51 responses

Tompkins
17.4%
38 responses
2019 Survey Responses by Marketing Channel (awareness)

- Facebook: 186 responses
- Friend: 24 responses
- IPD website: 24 responses
- Radio ads: 6 responses
- Web search: 4 responses
- Flyers: 4 responses
- Instagram: 2 responses
- Posters: 2 responses
- Bus Ads: 1 response
2019 Survey Responses, Age at Date of Exam
2019 Survey Responses by Education Level

- Some high school: 1.8%
- High school diploma or equivalent: 28.8%
- Some college: 34.7%
- Associate’s degree: 15.1%
- Bachelor’s degree or higher: 19.6%
2019 Survey Responses by Gender

Male
75.80%
166 responses

Female
24.20%
53 responses
2019 Survey Responses by Self-reported Race

- White: 227
- Black: 10
- Multi-race: 10
- Hispanic: 12
- Asian: 6
- Prefer Not To Answer: 6
- Native American: 3
- Pacific Islander: 1
2019 Survey Responses, Age at Date of Exam, Non-White-Only

- **25-29**: 41.9% (13 responses)
- **20-24**: 19.4% (6 responses)
- **15-19**: 9.7% (3 responses)
- **30-34**: 25.8% (8 responses)
- **45-49**: 3.2% (1 response)
2019 Summary and Learnings

• 128 (~58%) of the total 219 prospects indicated on the survey they wanted to speak to an IPD Police Officer about the position.

• Based on post-project phone calls, prospective candidates were impressed by the new recruitment experience when compared to other law enforcement agencies.

• Facebook ads allowed us to reach significantly more prospects than other channels.

• Most goals were accomplished in 2019, and we saw an increase in applications.

• Reaching a diverse candidate pool, in terms of women, was successful, at 24% (53 individuals) of the total responses.

• Reaching a diverse candidate pool, in terms of race, was not successful.
  • We’ll see the potential reasons why next.
Enhancing IPD’s Recruitment Strategy

Section 2.1: 2020 - Geographic and Demographic Reach Analysis
2020 - Continuing to Enhance Recruitment Strategies with Data

- We collected more data at specific points during the recruitment journey. We informed the candidates how their info. would be used and who would have access.

- Given the low-cost and high ROI (return on investment) of social media, Facebook specifically, we invested more time and effort on refining our social media strategy.

- We used many of the marketing channels from 2019, such as reaching out to schools and colleges, handing out flyers, etc. This allows us to benchmark our effectiveness.

- Again, all marketing channels directed prospective candidates to an updated “new recruit” landing page, where we could collect valuable data through a survey.

- We conducted a geographic and demographic analysis to help us determine why we might not be reaching racially diverse audiences.
2019 Approved Counties, 2018 Black Population (Census)
Who May Apply: Residents of the following New York State Counties: Tompkins, Allegany, Broome, Cattaraugus, Cayuga, Chemung, Cortland, Onondaga, Schuyler, Seneca, Steuben, and Tioga.

Affidavits of Residence with supporting documentation must be filed with the application by the application deadline of July 25, 2019.
The size of the circles corresponds to the number of people from a specific city.

Working with HR for the City of Ithaca, we were permitted to market to and recruit from any state in the United States!
2020 Survey Responses and 2018 Black Population (Census)

The size of the circles corresponds to the number of people from a specific city.

Can we see a trend or correlation?
Enhancing IPD’s Recruitment Strategy

Section 2.2: 2020 - Project Results and Analysis
2020 Survey Responses by Marketing Channel (awareness)

- **Facebook**: 55.2% (201 responses)
- **Schools and Colleges**: 10.4% (38)
- **Friends and Family**: 9.6% (35)
- **Web search and IPD website**: 9.3% (34)
- **Direct email**: 5.8% (21)
- **Flyer or poster**: 3.8% (14)
- **Radio**: 2.2% (8)
- **Other channel**: 1.4% (5)
- **Instagram**: 0.8% (3)
- **Street Banner**: 0.5% (2)
- **Bus ad**: 0.5% (2)
- **Career Event**: 0.3% (1)
2020 Survey Responses, Age at Date of Exam

- 20-24: 42.3%
- 25-29: 28.2%
- 30-34: 17.4%
- 35-39: 6.6%
- 40-44: 1.4%
2020 Survey Responses by Education Level

- Some high school: 1.1%
- High school diploma or equivalent: 14.6%
- Some college: 37.1%
- Associate’s degree: 22.5%
- Bachelor’s degree or higher: 24.7%
2020 Survey Responses by Gender

- Male: 81.5% (296 responses)
- Female: 18.5% (67 responses)
2020 Survey Responses by Self-reported Race

- Non-White-only: 39.6% (144 people)
- White only: 58.5% (213 people)
- Prefer not to answer: 1.9% (7 people)
2020 Survey Responses, Age at Date of Exam, Non-White-Only

- 20-24: 42.0%, 60 responses
- 25-29: 23.8%, 34 responses
- 30-34: 22.4%, 32 responses
- 35-39: 7.7%, 11 responses
- 15-19: 4.2%, 6 responses
2020 Survey Responses, Race of Top 3 Marketing Channels

- **School and Colleges** produced roughly a 50/50 split between both race-related categories.

- **Family and Friends** gives roughly a split of 43/57.

- **Facebook** yielded roughly a 39/61 split but provided approx 2.5x the number of responses of the total of the other two channels.
2020 Summary and Learnings

- 236 (~67%) of the total 350 prospects indicated on the survey they wanted to speak to an IPD Police Officer about the position.

- Again, based on post-project phone calls, prospective candidates were impressed by our personalized recruitment experience, especially when compared to other law enforcement agencies.

- The ability to recruit from the entire United States gives us the opportunity to reach diverse populations we were not able to recruit in 2019.

Part of the 2020 recruitment candidate pool, Officer Delsontro, Officer Vinti, and Officer Smith completed the academy and field training program and are now ready to serve the Ithaca community. Photo posted on Facebook on May 2, 2022. Jarrell Shazer (not pictured) also from the 2020 pool, is currently in the academy.
2020 Summary and Learnings (cont.)

- The top 3 marketing channels were Facebook, schools & colleges, and friends & family, with Facebook being able to attract 2.5x the total of the latter two channels.

- We were able to reach and move more people who identify as not White-only from “Awareness” to the “Consideration” stage of the recruitment process.