

### **1. What are your overall thoughts on the need for police reform in Allentown?**

I believe that reform or rather the evolution of policing is an on-going process that has been occurring since the inception of policing. In today's era, it is important that as a police department we connect with our community. One of the ways that this takes place is through what the LAPD has identified as relational policing where essentially officers build meaningful relationships with the communities that they serve. With our re-structuring that took place in January of 2021, it allowed for the creation of our Community Outreach Unit which lays the foundation for this concept.

Through out our department many of our officers engage with our community members and focus on collaborations not just incarceration. Although law enforcement is one of the primary duties of policing, it is not the sole duty. The police department is a partner with the community in many aspects and in many ways relies on the development of partnerships with agencies, groups, and citizens within the respective communities. My focus in this is to reduce crime, but also build legitimacy and trust in our community.

### **2. What, if any specific reforms are needed in Allentown?**

I would like to increase our transparency, so that our community is aware of what the police department is doing to build and maintain trust. Further, I want to connect with our members in the community that may feel disconnected. This connection would enhance our city and improve the overall quality of life.

I am also implementing implicit bias training for the department so that there is a competency of recognition and understanding. This will serve to enhance our interactions within our community. I am also in the process of reviewing our policies and ensure that they are consistent with best practices in policing. We are also going through training for the ABLE (Active Bystandership for Law Enforcement).

As a state accredited organization, I am also moving forward with the process of accreditation with CALEA (Commission on Accreditation for Law Enforcement Agencies) in order to meet an established set of professional standards. This will further increase our positive impact in our professional field.

### **3. Will you commit to analyzing data disaggregated by race/gender/ethnicity to determine if we have any areas of concern in Allentown?**

Through our partnership with Cedar Crest College with the Center for Police Innovation, we are moving forward to analyze our data in meaningful ways. Having our crime analysts assist in this process will also give us the capability of examining the data and addressing any concerns that may rise. I am committed to ensuring our data is analyzed in the appropriate manner.

### **4. Will you commit to implementing a true co-response model?**

I am committed to exploring this model and seeing what would work best for the City of Allentown. My oldest son is a mental health consumer, and I am a passionate advocate of this topic.

**5. Will you commit to funding and coordinating with anti-violence organizations?**

I have and will continue to coordinate with anti-violence organizations so that the work of keeping our communities safe is done correctly. I heard President Biden state in a recent speech given with Attorney General Garland regarding gun violence and its effect on our communities. In that speech, the President mentioned that he is going to provide funds to hire more police and additionally make funds available for anti-violence organizations. Through this medium, we will be able to effectively collaborate, fund, and implement this relationship.

**6. As a potential permanent Chief, what do you feel your role would be in the fight for racial justice?**

For me I feel it is important to focus on training within our department to ensure that policing is done consistently fair. Also keeping the conversation going with community members that have been impacted. Building relationships and acting upon concerns that are relevant to the community members and ensuring that our community members have a voice. As Chief, I feel that the police department is an important partner to the community.

I will continue to engage with our community members and build legitimacy and trust within our community.

**7. Are there any tasks that are currently completed by APD, that you feel another department or profession would be better suited to handle, thereby increasing your officers time to fight violent crime? If so what?**

I feel that our department is involved in many different types of calls for service through out the shift. It is important to me that we interact with our community with dignity and respect. The role of the police officer is not only to fight violent crime, but to also develop relationships in the community, engage our youth, and be advocates for our city.

With relation to tasks, it would be possible to explore calls that involve a person that is experiencing a mental health issue and is cooperative, and simply wants a ride to the hospital. The main concern is to ensure that all involved are safe.

**8. Will you commit to sharing disaggregated data on the operations of the APD. Not just the crime rate, arrests and guns taken off the streets but also encounters de-escalated that avoided arrest, terminations, complaints by residents, traffic stops, terry stops, use of force and so on.**

I am open to exploring the release of data that is covered in the question. As we have spoken before regarding use of force, I did review the NYPD use of force dashboard and the information that it captures with this aspect.

**9. Policing has its roots in slave catching and to this day there is a fear by many. What will you do to help correct this narrative and address the racial dynamics involved between police and the community?**

A great question, I did learn of the history of the slave catching that occurred in the southern area of the United States with relation to policing during that time. I will say, that policing in the northern states developed differently and was based on the night watchmen model and evolved into the model of policing in the early days of our nation. Boston and shortly thereafter New York City established the first American police forces. I am cognizant of the fact that some people do not ascribe to the latter view but feel that policing is systemically racist based upon the model that developed in the southern states.

I am confident that we can correct this narrative by engaging with our community and being as transparent as we can. Being able to have conversations within our community and acting upon those conversations to affect change if needed. A key piece of this is to show the community how we police through our outreach that is conducted. I strongly believe in establishing strong relationships within our community and working together.

Currently, we have programs in place such as our Citizen, Senior, and Spanish police academy that educate our community members as to how policing takes place in the City of Allentown. To reach our youth, we have programs such as the PAL program, Youth academy, Youth Mentorship program, to name a few. It is vital that we work to empower our youth in the city and recognize their voice because they will be the future leaders in our community

**10. Will you update the complaint process to include filing on the website and through email?**

I am already exploring and working on this from the previous time that we corresponded on this topic.