



TOWN OF BROOKLINE

Massachusetts

BROOKLINE POLICE DEPARTMENT

DANIEL C. O'LEARY
CHIEF OF POLICE

To: Chief Daniel C. O'Leary

From: Officer Casey Hatchett

Date: 12/2/2016

Re: Racial Diversity, Community Outreach and Organizational Culture

Sir,

In considering the Brookline Police Department's efforts to maintain healthy relationships with our community despite the current national climate and tensions with some in the minority community, please accept this review of our work in several areas – including crime prevention, training, community engagement, recruitment, professional development, social media outreach and organizational change. In addition to this review, I have attached several reports relevant to the material being presented: an analysis of Arrest Data & Race, our new recruitment flyer, a Racial Profiling Prevention & Diversity Training Overview and the 2016 Report on Race and Gender Interactions (through November 2016).

Crime

Crime in the first 11 months of 2016 is down 25% from where it was last year. This decrease represents a 20% reduction in violent crime and a 26% reduction in property crime. In fact, crime in Brookline has been steadily decreasing in recent years and we are currently experiencing more than a 60% reduction in crime over the last twenty years. For the first half of 2016, 32% of crimes were cleared. This decrease in crime and increased clearance rate is indicative of the work being done on the street by responding officers and the investigations which are undertaken by detectives afterwards, as well as, exemplifying the strong partnership we have with the community who come forward and assist in the prevention, detection and investigation of crimes. Additionally, in the recently released FBI report on Hate Crimes in 2015, Brookline was reported to have no hate crimes. In 2016, there have been four crimes reported that have been/are being investigated as hate crimes

	1/01/2016-11/27/2016			YTD
	Year to Date			Attempts
Year	2015	2016	%Δ	
Murder	0	0	0%	1
Rape	1	4	300%	0
Robbery	16	9	-44%	1
Assault	149	119	-20%	0
Total Violent	166	132	-20%	2
Burglary	88	52	-41%	5
Larceny	544	418	-23%	30
MV Theft	12	7	-42%	0
Total Property	644	477	-26%	35
Total	810	609	-25%	37



Organizational Achievements

During the first 11 months of 2016, there were 18 commendations issued to a total of 42 officers. These commendations are issued for exemplary work performed by officers that is above and beyond expected or routine activities. These cases range from stopping a human trafficking operation to apprehending suspects in the act of committing crimes to preventing self-harm by those suffering a mental health crisis to solving a complex stabbing incident. The Brookline Police Department also has an Awards and Commendation Committee which reviews the work performed by officers throughout the year and each year, the Committee names a Police Officer of the Year, as well as awards commendable behavior which displays extraordinary bravery, meritorious police service and/or exceptional service to the Department and/or community. These acknowledgements are an important way to encourage officers to strive for excellence and help set the tone for high expectations.

On June 7, 2016, Chief O'Leary awarded four awards to officers at the Annual Awards Ceremony for outstanding achievement and contributions. Officer Robert Teahan was named the Officer of the Year, along with Public Service Medals being awarded to Officer Ronnie McNeil and Detective Kenneth McHugh. Sergeant Andrew Amendola received a Commendation Medal.



In addition to acknowledging the work done by officer during the course of their daily work, the Department has sought to create opportunities for officers to contribute to the organizational climate and help propel the Department forward. This past year, three committees were established to work in areas of: diversity and inclusion; social media and public engagement; and professional development. These committees have met throughout the year and have made great contributions to the organizational climate.

Recruitment, Promotion & Diversity

On November 4, 2016, the Brookline Police Department graduated ten new recruit officers from the Lowell Police Department. This class represents the most diverse class in the Department's history, consisting of four women, two Asian officers and one black officer.

With these new hires, the Brookline Police Department currently has 17 female officers (13%), 8 black officers (6%), 8 Latino/Hispanic officers (6%),



and 9 Asian officers (7%), for a total of 32% of the Department representing a diverse population.

On October 15, 2016, the Brookline Police Department participated in the MA Civil Service Police Promotional exam. This exam is offered every two years and determines eligibility for promotion within the Department. This year, the exam was taken by 13 patrolmen, of whom five were female officers, one was a black officer and no Asian officers). Ten sergeants took the exam for promotion to Lieutenant, one of which was a female. Unfortunately, despite women and minority officers representing 32% of the Department, only 5% sought promotion eligibility through this process.

Notwithstanding the addition of these ten new recruit officers, the Department is still operating with seven vacancies and anticipates additional vacancies from retiring officers over the next year. On March 25, 2017, there is a Police Entrance Exam being offered by MA Civil Service for eligible candidates who are interested in a career in law enforcement. This presents a great opportunity for the Brookline Police Department to hire skilled, caring, dedicated and diverse candidates who can contribute to making our community a better place to live and work. The Brookline Police Department recently worked with National Boston, a full service production house, to create a six minute recruitment/outreach video designed to inspire potential candidates and introduce the public to the many facets of the Brookline Police Department. This video will be widely released in the coming days. Additionally, the Brookline Police Department will do targeted outreach, host informational sessions, work with local colleges and universities, and utilize social media to recruit candidates for the March exam. Please see the attached recruitment flyer, and visit www.brooklinepolice.com to see our new outreach video.

Training

In January 2016, the Police Department reviewed the last two decades of racial profiling prevention and diversity training that has been conducted within the Department. This report is attached for your review. Additionally, this year we have made considerably more progress in this area. Specifically this year, we have trained the Department in police legitimacy and procedural justice, fair and impartial policing, the existence and impact of implicit bias, and how to respectfully interact with members of the transgender community, including a review of our newly written policy in this area. We also held a training to discuss how our own organizational culture contains implicit biases and the importance of being an inclusive department. Issues like bantering among officers were discussed and officers engaged in a discussion on how to ensure officers do not feel alienated from social groups within the Department.

In 2016, we conducted scenario-based trainings which stressed procedural justice, police legitimacy, de-escalation and creating distance from agitated persons. This summer, following a series of ambush attacks on law enforcement, we held a simunitions training which ran officers through active shooter scenarios where they were the target of multiple attackers. Boston University Police Department joined us for both of these important trainings.

Next week, a deputy superintendent, lieutenant and patrolman will be attend a training by the Police Executive Research Forum's on their new Integrating Communications, Assessment, and Tactics program, known as "ICAT." This program is designed to give police officers more options for responding to certain types of incidents that often end with a use of force, but might be resolved differently with de-escalation strategies, tactical communications, operational safety tactics, and better decision-making and assessment skills. Often these incidents involve people who have a mental illness or are in some type of crisis. ICAT provides officers with tools that help protect their own safety, while also making it possible in many situations to resolve incidents without ever reaching the point where they need to consider or use lethal force. Following this training, the Department will review and revise our current Use of Force Policy and train the Department on this new training.



Recognizing that many of the individuals we deal with on a daily basis are having a mental health crisis which requires a different type of law enforcement response, we developed training for our officers in de-escalation of conflict, mental health first aid and procedural justice. We also sought out crisis intervention training for officers and began collaborating with our local mental health service providers. In 2015, the BPD applied for grant funding through the Department of Mental Health (DMH) to get our Crisis Intervention Team (CIT) concept off the ground. Due to the grant we received from DMH, as well as the gracious cooperation of the Cambridge-Somerville TTAC and the National Association of Mental Illness (NAMI), the BPD was able to grow our CIT from concept to reality in two short years. Our original proposal was written with the goal of training 33 officers, or 25% of our Department. As of now, we are proud to announce that have trained 53 officers and our victim-witness advocate, for a total of 43% of our sworn police force trained in the CIT model. We have officers trained across all three shifts and in all five divisions of our Department, with the idea that there will always be at least one CIT-trained officer on duty. Due to the overwhelming success of our CIT program, we were recently awarded a grant to develop a regional training and technical assistance center (TTAC) in Brookline to provide the 40 hour CIT training to officers from police departments in Norfolk County and assist those departments in establishing their own CIT programs. We held our first regional training last month. More information on the Brookline CIT program is in the attached report.

In addition to training officers to respond to community members in crisis, this past year we established a Critical Incident Stress Management (CISM) Team to provide peer support to fellow police officers. The Greater Boston CISM Team has been established as a collaboration among eight police departments in the Greater Boston area (Arlington, Belmont, Brookline, Cambridge, Chelsea, Everett, Somerville, and Watertown) for the purpose of supporting the officers within these police departments. The Team is a resource of specially trained officers who will serve as Peer Support and provide peer counseling to officers who have experienced a traumatic event or may be affected by a loss. The Brookline Police Department trained five of its members to be part of this regional collaboration.

In the fall 2015, the BPD trained several officers in the Youth & Police Initiative (YPI). YPI is an interactive program designed to improve relationships between law enforcement and youths in high-crime neighborhoods. YPI officers and local at-risk youth work to foster positive relationships, to reduce criminal behavior and negative attitudes, and to educate police about concerns of the youth in their community. Helping to restore trust among at-risk youth, many of whom are minorities, is critical to our success as an agency committed to community policing. We have hosted two rounds of the YPI program, one for local boys and one for local girls.



Community Engagement & Outreach

In an effort to improve and maintain healthy relationships with the community in light of growing tensions nationwide, the Department has worked hard in recent years to humanize who we are and show the community what we actually do. Beyond traffic stops, service calls and traditional crime fighting, our officers are engaged on a daily basis with residents, service organizations, recreational programs, the schools, the business community, etc. We hope the recruitment/outreach video that we produced will go a long way toward educating the community on the level of engagement and commitment to our community.

This past year, we have utilized the power of social media to share human interest pieces about officers and the work they are doing day in and day out in Brookline. We have significantly increased our use of Facebook and Twitter, and this year added YouTube and Instagram to our social media outreach efforts. From the previously referenced recruitment/outreach video to various human interest stories to regular updates on crime, prevention and safety issues, the Department is committed to engaging our community and celebrating the variety of work our officers are doing.

For instance, this fall, the Brookline Police Department participated in the American Cancer Society's Pulling for Hope fundraiser and plane pull. We raised over \$6,000 for cancer research by highlighting cancer survivor stories of members of the Brookline Police, and then 20+ BPD team members pulled a plane – taking 2nd place in the public safety category.



Throughout the past year, we have asked that officers from all Divisions to participate in local programs, to attend community meetings and to take “park and walks” at playgrounds, commercial areas and other parts of Town where people congregate. The Department has officers assigned on a daily basis to our nine public housing complexes. We have officers working with the Teen Center to foster relationships with the underserved and youth of the community. Members of the Department regularly assist at our local food pantry and host clothing/houseware drives for local families in need. Our officers participate in all major community events, such as Brookline Day, Porchfest, the Brookline



Arts Festival, Brookline Bikes Beacon Parade, charity walks, local fairs and school events, as well as major events like the Boston Marathon. We have even had several members of the Department dance in our local Dancing with the Stars Rotary fundraiser to raise awareness to local issues. Officers are assigned to coordinate 220 Community Emergency Response Team volunteers who help fellow residents during times of crisis. We assign officers on bikes and to walking routes to have a visible and approachable presence in the community. Even when redesigning our headquarters, we designed an open floorplan for our lobby and included a community room which is available at no charge to groups that need a meeting place – such as AA, Boy and Girl Scout troops, and numerous Town boards and commissions.

Beyond establishing relationships and having a presence in the community, the Department has worked to ensure that our officers are trained and prepared as much as possible to deal with the myriad of situations we will be called upon to assist with. To that end, we have trained 43% of our officers as community crisis intervention team (CIT) officers. We have also trained officers as crisis negotiators and established a special response unit. We are currently developing an investigative team to look into opiate use and overdoses in the community. We have trained the entire Department in de-escalation of conflict. Our goal is to give tools to the men and women on the street to solve problems and mitigate conflict in a peaceful, cooperative manner with those we serve.

Members of the Department attend regular mental health stakeholders meetings, the domestic violence roundtable, the school roundtable, and participate in working groups for the Brookline Women Surviving and Thriving Initiative so that effective information sharing can take place and needs can be identified. Officers are assigned to work with the elderly at our local Senior Center and Council on Aging, while others are part of the Youth/Police Initiative (YPI) to foster relationships, reduce criminal behavior and build trust between police and at-risk youth. From young to old, our officers are actively engaged with community partners and residents and on the frontlines where they can identify residents in need and help them access resources.

To ensure that we are not only visible and actively engaged with our community but also that we are successfully addressing crime, fear of crime and quality of life concerns of our residents, the Department instituted a tracking program called STARS (situational tracking and response system) where problem solving for issues is managed and tracked by supervisors to ensure that the SARA (scanning, analysis, response, assessment) model is being utilized to problem solve such issues as emerging crime patterns, traffic concerns and loud parties. Crime analysis is employed to identify and analyze problems and assist with strategic and tactical planning and staffing. Additionally, we recently completed the design, development and implementation of a new “Crisis Intervention System” module within our records management system, so that case files can be maintained and retrieved by officers of those at-risk individuals we are working with.

