



# 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: 1/11/2016

Re: Racial Profiling Prevention/Diversity Training Overview

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Over the last two decades, the Brookline Police Department has undertaken significant efforts to ensure the delivery of superior services with respect for all the different races we encounter in exercising police authority on a daily basis. While we have been proactive and innovative in our training efforts, the goal of ensuring public safety by enforcing the laws of the Commonwealth in a just manner needs constant scrutiny and oversight. The BPD Training Division has instituted groundbreaking training methods over the last twenty years to meet the goal of administering justice fairly for our entire citizenry. The Department's efforts in the area of racial profiling prevention, cultural sensitivity and diversity training that have been undertaken are discussed below. These training programs have made officers aware of their own preconceptions and/or presumptions as well as those of the ethnic groups and other diverse populations we encounter.

In June of 1995, Dr. Wilbert McClure, a former professor of sociology at Northeastern University, was asked to introduce the difficult concept of police and minority relations at an in-service training. Dr. McClure felt it was imperative that the curriculum be developed by minority groups who live in and around Brookline and be based on their perceptions, instead of the Department deciding what type of "sensitivity training" it needed. Dr. McClure's training sessions introduced the concept of minority persons facing government-sanctioned actions by police officers and how they felt about these interactions. Representatives of the different local minority communities attended the training and explained their perception of the Brookline Police Department, and police in general. Officers shared their perspectives that enforcement actions are based on constitutional principles and not selective enforcement action based on race. Both of these points of view caused the other group to recognize and then discuss their preconceptions, where they came from and how we could all move forward. This training session helped lay the groundwork for future training efforts by breaking down barriers to communication on this sensitive subject. Dr. McClure returned the following year



and facilitated additional training sessions involving panel discussions with minority groups, guest speakers and role-playing exercises.

In 1997, all Brookline police officers received civil rights training developed by Massachusetts Attorney General's Office. The focus of this training was an officer's responsibility to act when they observe someone's civil rights being violated and covered Civil Liability, the State Tort Claims Act and Federal Civil Rights Statute 422 USC s 1983. In 1999, and again in 2000, the Department employed a consultant group from Penn State to analyze and make recommendations for improving the organizational culture and efficiency of the Department. One of their recommendations was to train supervisors in conflict management so they could better manage conflict within the Department and between officers and the citizenry.

In 2001, the Department applied for and was awarded a \$200K grant through the Department of Justice COPS Officer to implement innovative racial profiling prevention strategies. The Department, recognized for its position out in front of the issue of racial profiling, was one of 21 communities in the country that was awarded funding. One strategy the Department developed was the use of firearms simulation technology for scenario-based training of our officers in conflict de-escalation. The simulator was originally designed with a narrow focus in mind - shoot-don't shoot scenario training, however, the Department felt we could use the technology to film scenes of police and minority conflict and ask our officers to de-escalate the situation.

Unable to find an appropriate commercial product, the Department, along with the assistance of our consultant, IES, wrote, developed and filmed scenarios dealing with police/minority encounters that tested responses, policy and constitutional principles. This was a difficult undertaking. The Department partnered with minority students at Brookline High School (BHS) during the annual Martin Luther King Day celebration to discuss the relationship between the police and minority persons of high school age. Six BHS students were then identified and asked to help develop scenarios of minority student encounters with police officers. These students participated in the development and filming of several training scenarios. These scenarios are used during our training sessions and were also provided to our consultant who made them available to their customers across the country. We have also invited several of our neighboring communities to use our scenario-based training to test their officers in a safe and controlled environment. We believe that by acting as a regional resource, we can assist the profession as a whole and improve race relations in the greater Boston area. After our final report on the COPS grant was submitted to the DOJ, the Brookline Police Department was asked to present at the Western Region Racially Biased Policing Summit held in Sacramento California in February of 2004.

Also through the COPS grant, Massachusetts Mediation Services was hired to train all supervisors in mediation techniques, as recommended in the Penn State study. This three-day training aided supervisors in conflict resolution in the work place as well as fielding citizen complaints and improving internal affairs investigations techniques.

Cultural Diversity and Motor Vehicle Stops were the theme behind our next effort. Attorney John Scheft of Law Enforcement Dimensions and a former Assistant MA Attorney General provided the training. Members of the BPD Community Service Division assisted Attorney Scheft in writing and



filming scenario-based racial encounters that were presented in a classroom setting and discussed by our officers. Attorney Scheft provided clear and concise principles of action for officers as they exercised their police powers with confidence and professionalism.

Our next initiative was to institute command staff meetings, COPS – Community and Organizational Problem Solving – which centered on community concerns, crimes and disorder patterns, staffing and personnel issues. The first COPS meeting was held in April 2002. With its focus on accountability and information sharing, COPS meetings introduced individual and Department statistics as a first step in assessing work output as it relates to racial encounters in the community. Statistics were distributed to supervisors who were asked to discuss the officers under their supervision. If discrepancies were observed, supervisors were asked to make closer observations in the field to better assess if a problem existed. These meetings have been an excellent tool for ensuring that all supervisors are informed and involved in Department activities and encourages them to engage in proactive and innovative problem solving.

During 2003, the safety officer and a detective supervisor attended a statewide training on how to investigate hate crimes. In June 2003, we conducted in-house training which introduced the new policy concerning discriminatory practices, discussed stop & frisks and probable cause, as well as, conducted simulator scenarios.

In October of that same year, officers participated in the *Brookline Reads* program by having all our officers read *Snow in August*, written by Pete Hamill. *Brookline Reads* is a community reading program designed by the Brookline Public Library. In its first effort, the library chose a novel about perception and prejudice. In this novel, the two main characters were persons of different cultures, ages and faiths. They represented two major cultures in our Town - our Jewish population, whose culture was told through the life experiences of a Rabbi that had fled Czechoslovakia from the Nazi occupation, and the predominant culture of our Police Department as told through the life experiences of a young Irish boy from immigrant parents growing up in an Irish and Italian neighborhood in the Brooklyn part of New York City in 1946. The story told of the perceptions, prejudices, and hatred experienced by the Rabbi as he and his family became victims of the Nazi occupation of Czechoslovakia, and how the young boy tried to make sense out of these same behaviors he saw happening in his neighborhood. This book was very thought provoking and illuminated some of the prejudicial and bigoted opinions that persisted in America. It also showed that dialogue and acceptance of differences can foster learning about others, and how one's perceptions and beliefs can be changed. Each officer read and wrote a review of the book and many attended community discussion groups held by the Library. The *Brookline Reads* program was unique for our officers and encouraged interaction and discussion with the community.

In January 2005, local poet Sara Ting, used poetry as an aid in developing a unique round-table discussion with our officers on the differences and similarities between races. She focused her discussions on workplace diversity, as well as, different minority groups that surround Brookline. Working in small groups of five to seven officers, Ms. Ting pressed officers for self-examination and asked them for writings and presentations addressing emotions felt about race and power. The second portion of the program was presented by Attorney Jack Rogers who is a former Assistant Attorney General for the State of Hawaii, responsible for prosecuting hate crimes, and is now in



private practice as a civil litigator specializing in civil rights violations. He offered guidance for our officers on how civil litigators prepare to examine police officers in depositions and civil trials. We also used simulator technology to administer tests and stimulate discussions on proper interactions with people of different races.

In 2011, a training was held for supervisors to review policies, procedures and the new citizen complaint and review process. Also that year, the BPD held a class on biased-based policing. Additionally, three staff members were trained as instructors to provide Department-wide training on personal bias and how officers may carry bias into the work we do, as well as a look at traffic collection data and how it is monitored by command staff to ensure fair and impartial traffic enforcement is taking place. Also that year, officers participated in a three part online in-service training program on biased-based policing presented by Attorney Jack Collins and Lt. Peter DiDiminico. Additionally that year, officers also took online training in reducing excessive force complaints, reducing police motor vehicle crashes and racial profiling.

In 2012, our Department in-service training sessions included racial profiling, excited delirium, positional asphyxia, use of force, defensive tactics and strategies for working with special populations. That year, supervisory staff was trained in the Town's new discrimination and sexual harassment policies. Next, in 2013, officers took an online training which provided awareness of the LGBT (lesbian, gay, bisexual and transgender) community. This training explained the differences of each classification and how Massachusetts laws apply.

Following a December 2014 report by a minority officer that racially insensitive comments had been made to him, Chief O'Leary addressed the complaint at a supervisory staff meeting and moderated a round table discussion about the alleged comments, the culture and climate within the Department and reiterated to his supervisors that there will be zero tolerance for any discrimination by or among officers. Supervisors were encouraged to speak with their subordinates as to concerns they have and to monitor the climate among officers assigned to them for any potential problems in this area.

Working with people with mental health issues and/or those in crisis has become a strong component of our recent training. In 2015, the Department conducted an 8 hour in-service called Mental Health First Aid to address dealing with people in crisis. An additional 4 hour block of training was then provided which focused on the direction of the Department toward a community crisis intervention model, and encouraged social service options to traditional law enforcement responses when dealing with people in crisis or those with mental health issues. Since this training, 32 officers have attended a 40 hour course and have been certified as Crisis Intervention Officers. During our annual day firearms training, scenario-based training on interacting with people in crisis and de-escalation techniques was added. Also during an 8 hour simulation training held at an abandoned cinema in the fall of 2015, several scenarios specifically dealt with responding to people in crisis and de-escalation techniques. During this same time period, officers were pulled while working to run through scenarios on our Range 3000 firearms simulator which replicated scenarios of people in crisis and challenged officers to use de-escalation of conflict techniques. Continuing our goal to resolve conflict with the least amount of force while ensuring the safety of our community, in 2015, the Department has also trained a Crisis Negotiation Team.



In addition to training for officers provided by the Brookline Police Department, the Department has always supported and encouraged officers to extend their training through organizations that support the diversity of our officers. We currently have many female officers who are active members of the Massachusetts Association of Women in Law Enforcement (MAWLE) and have previously had Asian officers who have been members of the Asian American Law Enforcement Association. These associations provide valuable training and networking opportunities that meet the needs our own diverse population.

Over the last two decades, the training and opportunities discussed above have been aimed at the goal of improving the delivery of services, with respect for all people of different races, religions, genders, ethnicities, and sexual orientations whom we encounter while fulfilling police duties on a daily basis. The Brookline Police Department will continue to investigate different training methods and reintroduce those that historically have proven successful in meeting the goal of administering justice fairly for our entire citizenry.

Respectfully submitted,

Officer Casey Hatchett

