Strengthening Police and Community Partnerships (SPCP)

This report is a compilation of issues and recommended solutions developed by leaders in Williamstown, Massachusetts

Community Relations Service
United States Department of Justice

In cooperation with

Williamstown Police Department
April 4, 2022

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Introduction

The United States Department of Justice (DOJ) Community Relations Service (CRS) was created by Title X of the 1964 Civil Rights Act. CRS assists state and local governments, private and public organizations, educational institutions, and community groups to resolve community-based conflicts stemming from issues related to race, color, and national origin. In 2009, with the passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act (HCPA), CRS's jurisdiction expanded to the prevention of and response to violent hate crimes committed on the basis of actual or perceived race, color, national origin, gender, gender identity, sexual orientation, religion, or disability. CRS's voluntary, confidential and impartial conflict resolution services aim to assist all parties involved in a conflict to improve communication, promote problem-solving, improve collaboration and restore positive community relations.

As an agency that has a long history of working in police-community relations conflicts, CRS recognizes the value of facilitating dialogue that assists communities to identify issues and address conflict. This experience led CRS to create the community leader-driven, and police-community relations focused, issues identification and problem-solving program called "Strengthening Police and Community Partnerships" (SPCP). The SPCP process brings together law enforcement, diverse community leaders, ministerial leaders, and city officials to identify and analyze issues impacting the community, as well as to develop solutions they deem most appropriate to resolve these issues. The process applies principles of collaborative problem-solving, and community empowerment and engagement to help address public safety and improve community relations.

This SPCP report reflects the issues identified by diverse community leaders and their recommended solutions. CRS's role in the SPCP process was to provide training and process expertise. Specifically, CRS provided: 1) facilitation training to volunteer facilitators; 2) and the issues identification and problem-solving methodology. Please note that all information contained in this report was recorded word-for-word from the notes (flip charts) generated during the small-group breakout sessions, and only minor edits were made to ensure clear understanding of the communication. The services provided by CRS are conducted in confidence and without publicity, and CRS shall hold confidential any information acquired in the regular performance of its duties upon the understanding that it would be so held.

Overview and Methodology

At the invitation of Williamstown, Massachusetts, law enforcement leaders, CRS met with city/county leaders, diverse community leaders and others to identify potential services and resources to support the community. Following these meetings, it was agreed upon that CRS would convene a SPCP Planning Group composed of law enforcement leaders, city/county officials, diverse community leaders, ministerial leaders, advocates, and other key community leaders. This planning group developed the SPCP process agenda and completed important logistical and planning tasks. CRS convened the SPCP Planning Group on the following dates: August 10, 2021; August 31, 2021; October 26, 2021; November 9, 2021, November 30, 2021; January 4, 2022; January 18, 2022; February 1, 2022; February 15, 2022; and March 1, 2022.

Following the planning sessions, CRS provided facilitator training to 14 community members on March 9, 2022. The three-hour facilitation training provided volunteer facilitators with an overview of the SPCP process, including the process goals/objectives, facilitator roles, active listening, and process logistics.

On March 12, 2022, CRS facilitated a SPCP program in Williamstown, Massachusetts. The SPCP program began with introductions of the facilitators and a "welcome" by the law enforcement leadership and community leaders. Approximately 72 diverse community leaders from various sectors in the community including law enforcement, government officials, business owners, senior citizens, the Williams College community, educators, youth, faith leaders, and service providers. Community leaders were asked to identify strengths of the current relationship between the police and the community, as well as areas of concern.

After the issue(s) identification phase of the process, CRS and the volunteer facilitators facilitated an issues prioritization process. Participants were asked to vote on the issues most important to them (see votes below). Each participant was given four stickers (dots) to place their votes. Following the voting process, which illustrated what issues received the most votes, i.e., priority issues, the solutions development/action plan phase of the process was facilitated. These groups were randomly assigned to ensure diverse representation among the initial small groups.

Working with the volunteer facilitators, community leaders used a five-step problem-solving process to develop solutions and action plans. At the end of the process, the SPCP council was introduced to the larger group. The council will meet in scheduled session(s) with the law enforcement officials to follow-up on the SPCP process and may implement solutions/action plans developed during process. The council may also work on other problem areas should they arise.

Agenda

Williamstown, Massachusetts
March 12, 2022

8:00 am – 8:30 am	Arrival and registration
8:30 am – 9:15 am	Welcome and SPCP overview
9:15 am – 10:15 am	Small group breakout session #1: Issue identification
10:15 am – 11:15 am	Small group report outs and issue prioritization
11:15 am – 12:00 pm	Lunch
12:00 pm – 1:30 pm	Small group breakout session #2: Solution development
1:30 pm – 2:15 pm	Small group report outs and solution prioritization
2:15 pm – 2:25 pm	Participant evaluations
2:25 pm – 3:00 pm	Closing, introduction of the SPCP council, and dismissal

Step 1: Strengths

During the first session, participants self-selected into groups by roles within the community. Law enforcement formed a single group, while the other groups were representative of, government officials, business owners, senior citizens, the Williams College community, educators, youth, faith leaders, and service providers, and community members. The small group facilitators began the breakout session with introductions, ice breakers, and review of the ground rules, and worked with participants to identify the community's strengths and areas of concern. Facilitators then used a guiding question, developed by the Planning Group, to facilitate the group dialogue:

➢ What is working well in the relationship between the police and community members in Williamstown?

The following strengths were identified:

RED GROUP
- Connections with schools and parents.
- Good internship programs.
- Williamstown Police Department has clear directives, policies, and procedures.
- Modern facilities (that support good practices).
- Good work environment.
- Williamstown Police Department is always open.
- Facilities are inviting to the community.
- Williamstown Police Department is approachable and engaged- citizens stop and chat with officers.
- Highly visible within the community (events, community groups, etc.…)
- Deep understanding of the community.
- Excellent customer service (proactively positive).
- Strong connection to other service organizations in town.
- Good camaraderie within the department.

BLUE GROUP
- Chief Ziemba is excellent.
- Officers are trying and receptive to constructive criticism.
- Chief is willing to engage and conciliate.
- Police are helpful with events.
- Canine Shelby.
- Good personal experience.
- Reach out to all age brackets.
- Presence at school is important and makes students and families feel comfortable.

ORANGE GROUP
- Williamstown Police Department makes the community feel safe and cared for.
- Supportive in schools/ partnerships in schools.
- Working to grow.
- Making efforts to be transparent.
- Partnerships with state police.

- Responsive to a variety of needs.
- Show compassion.
- Desire to be part of the community/ participate in community events.
- Committed to this department and this community.
- Maintaining professionalism and respect in the face of attack.

GREEN GROUP
- People really care about this issue and want it to be positive.
- Want everyone to experience a safe haven and outdoors where everyone feels welcome.
- Desire to make it better.
- Establishing relationships across communities and can address issues when they arise.
- People in their 50s-90s are doing vibrant things.
- People are asking for change.
- Variety of people are engaged in so many things.
- Natural environment.

YELLOW GROUP (the Yellow Group focused on strengths of the community, not the police department specifically)
- Officers spend extra time with residents to develop solutions.
- Caring community members.
- Easy to become engaged in town activities, boards, etc.…
- Open and willing to allow outside (nonresidents) to participate/ Very welcoming to outsiders.
- Diversity.
- Able to become involved in town conversations even if not a permanent resident.
- Town officials including Williamstown Police Department are open to conversation and suggestions.

PURPLE GROUP
- Personal scale.
- Natural beauty.
- Williamstown Police Department is willing to engage and participate in dialogue.
- Strong town infrastructure.
- Strong educational system.
- Non-profits.
- Well managed financially.
- Social diversity.
- Healthy community.
- Strong personal relationships- ability, willingness, and means to engage.
- Williamstown Police Department does their job well.
- Chief Ziemba
- Police Department investigates crime effectively.

BROWN GROUP
- Fewer speed traps reduce potential negative interactions.
- Increase openness for dialogue of hard issues.
    - New leadership in the Williamstown Police Department
    - Acknowledgement of issues
    - Commitment to outreach time and money
    - Social services with budget.

- Recognition that police cannot do it all which has led to connecting to resources across the county and beyond.
- Commitment to CARES program.
- Courtesy/ positive interactions (from a white male).

Facilitators used guiding questions, developed by the Planning Group, to facilitate the group dialogue:

- ➢ What is not working well in the relationship between the police and community members in Williamstown?
- ➢ What are the barriers that prevent the relationship from working well?

The following are areas of concern were identified:

RED GROUP
- Not enough resources (mental health, staff).
- Lack of public understanding of police work and procedures leads to misinformation, misconceptions, and mistrust.
- Implicit bias awareness is not always bi-lateral leading to "guilt by association."
- Difficult to overcome negative stereotypes.
- Larger issues are generalized to the local level.
- Negative preconceptions of certain members of the public are challenging to overcome.
- Closed mindedness is a barrier to effect change.
- Misinformation spreads misunderstanding.
- Negative social media perpetuates negative (inaccurate) stereotypes.
- Individual negative interactions (traffic stops, etc.…) snowball into wider negative outcomes for community-police relationships.
- Trust/ mistrust.
- Covid precautions are a barrier to connecting with the community.
- Confidentiality is a barrier to good communication and understanding.
- Lack of public understanding about police procedure leads to mistrust and negative views of the police department.
- Mass media is a barrier to understanding.
- Lack of high-quality training and resources for responding to mental health emergencies (co-responder model).
- Staffing and geography- not enough resources for support services.

BLUE GROUP
- Training and mentoring regarding equal treatment, de-escalation, and communication.
- Integration in the community.
- Heightened communication about police policies and practices.
- Townspeople are culpable as well with regards to lack of understanding and rush to judgement.
- Insufficient accountability.
- Need to turn down temperature/ de-escalate and begin to understand.

- Lack of communication.
- Lack of kindness.
- Unverified assumptions.
- Lack of trust.
- Police are perceived as not being part of the community.
- We do not personally know the officers.
- Sexism is inherent as how female officers name is presented to the public.
- Difference in treatment between college and town.
- Elitist: newcomer versus longtime resident
- Perception of differential treatment by race or class.
- Public pressure is needed to address issues of race and other civil rights issues.
- Need to be more skilled and self-reflective.
- Rude conduct.
- Perceived lack of training and skills in conflict resolution and de-escalation.

ORANGE GROUP
- Lack of meaningful dialogue between police and the community.
- Need to evolve to a less paternalistic model of policing.
- Need for more transparency and resources around officer wellness.
- Lack of transparency of distinct Police Department MOU/ intent of MOU versus how used may be out of line.
- History of not owning responsibility in conflict.
- History of paternalism.
- Citizens not having a voice/ lack of information sharing.
- Policy and training around showing up in "human" situations (e.g., elderly dying in home).
- National level policing changes have evolved over time/ expected to catch up here quickly.
- What expectations are set? How uphold? How evaluated, trained, and supported?

GREEN GROUP
- Goal and roles changing, unclear, and uncommunicated.
- Current oversight and structure of police problematic and opaque.
- Police overburdened and under supported (what we ask/ mental health/ HR/ training).
- Lack of trust and shared sense of safety (lack of informal and non-polarized options for police-community interactions).
- Haven't discussed and agreed on the role of the police.
- Haven't shared values of how public safety needs to be met.
- People have different experiences with police that have caused trauma.
- Lack of trust between police and community.
- We are polarized around support of police.
- Labeling and putting in boxes (e.g., "racist," "anti-police").
- Police supporters aren't open to improvement or acknowledging police problems.
- We all label each other and simplify views that don't allow us to discuss the issues.
- Police oversight structure of our government/ the town manager (only one person) has oversight.

- Police are undertrained and overburdened.
- Police treat people differently, there is favoritism.
- I don't know that I will get the help I need from the police.
- Fear of retaliation from the police.
- How people communicate about the police, how it is communicated is toxic. Even though some might agree, they want distance from the vitriol.
- No formal process for communication between police and community.
- Lack of relaxed conversation between police and the community.
- Lack of data about what the police do.
- Police feel shamed by what is going with policing.
- Dissonance around why police officers got into policing – to help people.
- Role of policing in responding to mental health crisis, this impacts police and those they are responding to.
- Different and damaging expectations of the police and haven't supported them in making changes and expectations.
- Lack of trust and shared sense of safety.
- I don't know the police and they don't know me.

YELLOW GROUP
- Failure of leadership to take responsibility for the "toxic" culture.
- Acknowledgement of false claims and misinformation (in the 2020 report).
- Lack of inclusive intra and inter communication and collaboration forums.
- Small groups pursue personal agendas impacting community instead of finding solutions.
- Williamstown Police Department and the town engage in silo planning.
- Small town population can create stressors with opportunity for understanding and realizing the impact of public statements.
- Perspective of new residents may be different than longtime residents.
- Acknowledgement of mistrust in Williamstown Police Department/ union 2020 letter needs to be part of the solution to move forward.
- Enhanced town/ government communication vital.
- Communication has been poor.
- Lack of public forums and communication is problematic.
- "Culture" can't exist unless its allowed.
    - Town officials/ leadership bears responsibility.
    - Failure of leadership.
    - Need to take ownership.
- Lack of inclusive intra and inter communications forums.

PURPLE GROUP
- A shared goal of what moving forward looks like and information from town government and police that give fact-based metrics and evidence to show progress and achievement of goals and reporting of changes made.
- Increase in police/ community interactions.
    - More desirable to have the police department operating "within the town" not "on the town."
- Rebuilding trust between Williamstown Police Department and the community.
    - Addressing issues that feel like they are getting "pushed under the rug."

- More demonstrated adherence to standards by Williamstown Police Department, through training and discipline.
- Lack of widespread engagement – need to expand new voices.
- Need to engage those between 18-45 years of age and people of color.
- Individuals are afraid to speak up, on both sides, need to make environment more welcoming.
- Willingness to be courageous, not shy away from discomfort, but push through it.
- Conversations must be centered around the principles of diversity, equity, and inclusion.
- More interpersonal conversations in order to gain a more holistic view of other perspectives.
- Humanize one another/ ability to listen and absorb criticism in a productive manner.
- Lack of checks and balances/ police given free rein to perform as they please/ lack of accountability and transparency.
- Need for victims to be able to report crimes.
- Deciding a point in time as the start of moving forward.

BROWN GROUP
- Inappropriate use of authority.
  - Sometimes based on xenophobia and social identity.
  - Using protected information inappropriately (HIPAA, CJIS).
- Issues around accountability after breaches of trust.
  - Lack of transparency around barriers to communication.
  - Collective bargaining agreement.
  - Inconsistency with discipline of personnel.
- Lack of cultural competency.
  - Based on social identities, mental health, etc.
  - Lack of sensitivity for people's expectations around policing.
- Lack of transparency about barriers to communication.
- Lack of town leadership from Selectboard.
- Lack of standing up for victims by Selectboard.
- Public trust.
- Conflation of discipline and accountability.
- Cultural competency.
- Police presence in schools without public input.
- Scapegoating/ shifting blame – police union letter signed by Williamstown Police officers.

Step 3: SPCP Council Selection and Issues Identification Small Group Report Outs

After the issues identification phase of the process, each small group was asked to select two community leaders to participate on the SPCP Council, along with two community leaders to act as alternates. The small groups were re-convened into the large, general session group. Each group gave a short presentation on their identified strengths and prioritized issues/areas of concern.

After the small group report outs, each participant received four dots. The participants were asked to place dots by the issue most important to them. The issues were then consolidated and prioritized based on participant votes.

The following are the consolidated votes by community leaders:

Issue/Area of Concern	Number of Votes
1. Police overburdened and under-supported regarding training and resources for handling mental health calls.	40
2. Lack of meaningful dialogue and interaction between the police and the community.	37
3. Rebuilding trust between the Williamstown Police Department and the community/ lack of accountability in addressing issues that seem to be "pushed under the rug."	35
4. Lack of public understanding of police work and procedures leads to misinformation, misconceptions, and mistrust.	34
5. Failure of leadership to take responsibility for a toxic culture/ inappropriate use of authority based on xenophobia and social identity/ inappropriate use of protected information.	28
6. Need for training and mentoring regarding equal treatment, de-escalation, communication, and cultural competency.	24
7. Lack of mutual understanding of Williamstown Police Department roles, goals, policies, and practices.	14
8. Need for more transparency and resources around officer wellness.	11
9. Need for a shared goal of what moving forward will look like in sharing information from town government and police that five fact-based evidence of progress and change.	10

For the solution development phase, community leaders were asked to develop solutions for the top issues identified by participant votes. Participants for this session were assigned randomly ensuring representation from each of the groups identified in the first session.

Facilitators used guiding questions, developed by the Planning Group, to facilitate the group dialogue:

➢ Considering the following issue [identified in breakout session one], what would a vibrant Williamstown community look like? How can police and the community partner towards that goal?

➢ What resources (i.e., partnerships, supports, tools, processes, initiatives, means) does our community need to improve [identified in breakout session one]?

GROUP #1

Issue #1: Police are overburdened and unsupported; there is a lack of mental health, human resources, and staff training and resources.

Solution
- Add Employee Assistance Programming (EAP) professionals with specific public safety experience to work with the Williamstown Police Department.   - Share human resource (HR) and EAP resources with surrounding towns.   - Ongoing case management for HR and EAP issues.   - Yoga/ Kripalu law enforcement program.   - Northeastern University program for law enforcement.   - Better training on communication skills.   - Interview individual officers to determine what is needed.   - A needs assessment of the Williamstown Police Department.   - Offload minor issues to community groups using data analysis.   - Budget for senior hires with the police department (possibly countywide).

Issue #2: Lack of public understanding of police work and procedures leads to misinformation, mistrust, and misconceptions.

Solution
- More community outreach.   - Add education and public information to town meetings/Selectboard meetings.   - YouTube videos: (e.g., "what does it mean to be a police officer in Williamstown?"

- More training about public perceptions.

- More awareness of the power differential (between police and community) and its effect on public perception.

- Citizens Police Academy – for adults and high school students.

- More public outreach about specific police procedures.

Group #1 Prioritized Solutions (Top 3)

Solution
1. Expand shared resources throughout the county to enhance training, human resources, and mental health services.
2. Needs assessment of the Williamstown Police Department. Personal interviews and asking what the internal needs are.
3. Invest resources in community outreach and communications to inform the public about police work (e.g., town/Selectboard meetings, Citizens Police Academy).

GROUP #2

Issue #1: Lack of meaningful dialogue between community and police.

Solution
• More opportunities for the police and the community to be in the same room.
• Resources to hold more events that bring the police and the community together.
• Give credit to the police department for today's event.
• National Night Out and other formal events.
• Informal interactions (parades, coffee shops, talk to each other).
• Foot patrol.
• Police representative at school orientation.
• Police involvement with kids.
• Police Department hold regular events for the community (and community support for these events).
• Chief has regular appearance and report at Selectboard meetings to provide updates.
• Police attend a DIRE meeting.

- Introduce and swear in new officers at a Selectboard meeting.

- Officers attend college trainings and work through issues that impede this.

- Have a review of policies and procedures and a report to the community so they understand policies and procedures.

- Police presence out of the vehicle.

Issue #2: Failure of leadership to take responsibility for a toxic culture and misuse of authority.

Solution
- Training, transparency, and supervision.   - Address past incidents, acknowledge they occurred (i.e., union letter) and explain how they are being addressed.   - More visibility of standards of conduct, accountability for standards and discipline process.   - Comprehensive review of policies and procedures.   - Tools that identify individuals and demographics (including race identifiers) on stops.   - Groups from the community reach out to officers to check on their wellbeing.   - Assessments by officers about culture, climate survey, employee satisfaction, and follow up that address's issues raised, and training needed. Access models of this from other professions.   - Restorative processes when there are issues between police and individuals.   - Greater oversight of the police department beyond one person (town manager).   - Town and college need to cooperate and collaborate.

Group #2 Prioritized Solutions (Top 3)

Solution
1. More visible standards of conduct, accountability, discipline process, transparency, and processes of training and supervision. Acknowledge past issues and address them to shift the culture 2. Assessments of the climate and culture by and for officers. Follow up would address issues raised both needed improvements and recognizing successes. 3. Comprehensive outreach and engagement that include both formal and informal events that bring the police and the community together (e.g., parades, coffee shops, out of the car).

GROUP #3

Issue #1: Rebuilding trust between the Williamstown Police Department and Community

Solution
- Continuing to have conversations (based in factual experiences) and be at the table with not only problems but active solutions.   - Williamstown Police Department acknowledging past harms and actions moving forward.   - National Night Out, Williamstown Police Department BBQ, and other community and cultural events.   - Invite Williamstown Police Department to events not hosted by them.   - Personal involvement and sharing of experiences.   - Officer profiles on a regular basis; including uniformed and plain clothes photos and information on why the individual decided to become a police officer.   - Review of Williamstown Police Department public relations methods.

Issue #2: Training and mentoring regarding equal treatment, de-escalation, communication, and lack of cultural competency.

Solution
- Skill, communication, and competency both with and without community members.   - Information given to the public about what training officers are receiving (possibly through meetings, social media, and press releases).   - Citizen Police Academy – learning about the job police are asked to do.   - Humanizing police officers.

Group #3 Prioritized Solutions (Top 3)

Solution
1. Citizen Police Academy
2. Community events (e.g., National Night Out, Williamstown Police Department BBQ, cultural events) and invitation to the police department to join events not hosted by them.
3. Continuing to have conversations based in factual experiences and actionable problems and be at the table with the framework of problems and solutions.

GROUP #4

Issue #1: Lack of public understanding of police work and procedures that lead to misunderstanding, misconceptions, and mistrust.

Solution
- Communication between the community and the police including the Chief and officers. Hold space for hard conversations.   - Coffee with a cop was not effective. Grand opening of the station was a better forum.   - How can college students meet with Williamstown Police Department, they do not have access?   - Town leadership shaping environment for dialogue/ recognize the experience of victims/ issue is between the police and the community and the selectboard is not responsible for that relationship.   - Position in town that is skilled in diversity, equity, and inclusion; that can be approached as a bridge mediator.   - Where do you go when there is no resolution to an issue? Is the SPCP council and eventual avenue for this?   - Good communication, community inviting the police department in informal ways.   - Have a space to go for dialogue about these issues and where de-escalation can occur.   - Increased training for current folks in these positions around listening.

Issue #2: Lack of mutual understanding (police department and community) of Williamstown Police Department roles, goals, polices, and practices.

Solution
- Ongoing conversation and transparencies about roles and policies (e.g., MOU with schools about police in schools, there is a disconnect between the MOU language and what is done in practice).   - Commitment to reevaluation of policies. What has been affective and what hasn't?   - Accountability in the form of acknowledgments written in the form of a process so it is consistent.   - Make public documents public and easy to find.   - Practice care and active listening in dialogue.   - Communications consultant.   - Discussion about police union contract (public document) including collective bargaining.

• Statement/ goals/ and mission statement by Williamstown Police Department about community empowerment.

Group #4 Prioritized Solutions (Top 3)

Solution
1. Designated space/ process/ person to go to dialogue and address unresolved issues (acknowledgement versus discipline).
2. Revaluation of policies including public union contract and potentially adding mission statement by the Williamstown Police Department about community empowerment.
3. More public forums for the community and Williamstown Police Department to dialogue.

GROUP #5

Issue #1: Police are overburdened and unsupported; there is a lack of mental health, human resources, and staff training and resources.

Solution
• Mindfulness training.
• Review compensation and other forms of recognition.
• Peer/ community support system.
• Training for working with an increasingly diverse community.
• Increase community awareness of police department policies and practices.
• Officer should be able to call a mental health break.
• Incentivize people to become clinicians.
• Support further education for officers.
• Crises debrief system.
• Ways for residents and officers to get to know each other.

Issue#2: Need for more transparency and resources around officer wellness.

Solution
• Clarifying department goals.
• Residents call the police department to solve a wide variety of problems.
• Need more crisis intervention training (at the academy level).

- Clinician availability.

- Warrior versus guardian culture.

- Dispatcher training.

- More integration and training with fire and EMS.

Group #5 Prioritized Solutions (Top 3)

Solution
1. Establish a system to enable officers to debrief after crises.   2. Develop ways for residents and officers to get to know each other.   3. Increase clinician availability (including financial support for training).

GROUP #6

Issue #1: Lack of meaningful dialogue and interactions between police and the community.

Solution
• Increased positive contact between Williamstown Police Department and the community.   • Small groups of like-minded people discussing common perspectives to present.   • Reestablish person to person relationships between the police and residents.   • Routine publishing of information regarding regular police activities.   • Enhanced training on mental health and cultural differences.   • "Policing their own"- internal police leadership   • Meaningful opportunities for dialogue, especially with people whose experience with the police were not positive.   • Use of existing activities to enable conversations between Williamstown Police Department and others.   • Create opportunities for residents to provide input on good and not good things.   • Ask residents and police officers on what kind of contact they think there should be.

Issue #2: Shared goal of what moving forward looks like.

Solution
• Sharing rules of engagement to facilitate communication.

- Interaction with schools/ foster safety and inclusion.

- Make metrics of progression visible (e.g., website, Willinet community television).

- Series of conversations with evolving measures for progress.

- Respectful conversations must be the norm.

- Need to define what the fact-based metrics are.

- Training needs to be available for public review.

- Pictures and notes about officers should be available on the website.

Group #6 Prioritized Solutions (Top 3)

Solution
1. Enhanced training for mental health and cultural differences.
2. Meaningful opportunities for dialogue, especially with police interactions that weren't positive.
3. Series of conversations with evolving goals and measures for progress.

GROUP #7

Issue #1: Rebuilding trust between the Williamstown Police Department and the Community

Solution
• Everyone needs to feel safe.
• Strong connections between the police and the community,
• Engagement.
• Mutual understanding about police role.
• Knowing each other as people.
• Public safety announcements about what police do.
• Communication – both ways.
• Information – subjective and objective data shared regularly.

Issue #2: Failure of leadership to take responsibility for a toxic culture.

Solution
- Mechanisms of accountability.   - Needs to go beyond Williamstown Police Department to all town leadership.   - Public reporting of complaints and misconduct (without specifics).   - Agreement on role and goal of the Williamstown Police Department.   - Monthly community wide safety meetings to share police department report and respond to questions.   - Recognition/ accountability event.   - Documenting/ presenting issues and what has been done.   - Public acknowledgement of harm with pledge to improve.

Group # 7 Prioritized Solutions (Top 3)

Solution
1. Public acknowledgement of past harms and a pledge to change for the better. 2. Cultivate effective, responsive, and accountable town leadership. 3. Develop a structure for reciprocal exchange of information and resources between the Williamstown Police Department and the community.

Step 6: Solution Development Small Group Report Outs

Following the solution development phase, the small the groups were again re-convened into the large, general session group. Each group gave a short presentation on their specific recommendations and implementation strategies to address the issues identified.

The process ended with positive exchanges between participants. Williamstown Police Department leadership introduced the newly created SPCP Council, including alternates, and committed to follow-up meetings and implementation of solutions developed by the SPCP participants. Community leaders and SPCP Council members will utilize steps four and five of the recommended "Five-Step Problem Solving Process" i.e., developing a "plan of action" to maximize success and solution implementation.

SPCP Council Members	
Henry Art	Tanya Hernandez
Tony Boskovich	Jeanne Marklin
Grace Breckenridge	Sarah McNair
Andi Bryant	Brian O'Grady
Dan Bryant	Susan Pudester
Barbara Carr	Nat Romano
Tim Carr	Barbara Rosenthal
Charles Chandler	Jacob Schutz
Lucy Gerold	Krish Sharma
Ralph Hammann	Michael Sussman

If requested by community leaders, CRS will provide additional resources, including consultation on CRS jurisdictional matters, facilitation training, and introduction to state and federal agencies that provide resources and information around police-community relations.

Additionally, at the request of community leadership and pending available resources, CRS will provide facilitation services to the SPCP Council and city/county leadership during the first action planning sessions.

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