

1 City of Keene
2 New Hampshire

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4
5 AD HOC RACIAL JUSTICE & COMMUNITY SAFETY COMMITTEE
6 MEETING MINUTES
7

8 **Thursday, August 13, 2020**

6:00 PM

Remotely via Zoom

Members Present:

Dr. Dottie Morris, Co-Chair
Rick Van Wickler, Co-Chair
Gail Somers
Tia Hockett
Catherine Workman, Councilor
Julia Atkins
Aditi Saleh
Eli Rivera
Pierre Morton

Staff Present:

Rebecca Landry, IT Director
Shane Maxfield, Lieutenant, Keene Police
Department
Elizabeth Dragon, City Manager
Steven Russo, Chief, Keene Police
Department

Mayor George Hansel

Members Not Present:

Stacey Massiah

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10
11
12 Co-Chair Morris read a prepared statement explaining how the Emergency Order #12, pursuant
13 to Executive Order #2020-04 issued by the Governor of New Hampshire, waives certain
14 provisions of RSA 91-A (which regulates the operation of public body meetings) during the
15 declared COVID-19 State of Emergency. She called the Ad Hoc Racial Justice & Community
16 Safety (AHRJCS) Committee meeting to order at 6:05 PM. Roll call was conducted.
17

18 **1) Minutes of Last Meeting – July 23, 2020**

19
20 Ms. Atkins made a motion to approve the meeting minutes of July 23, 2020. Councilor
21 Workman seconded the motion, which passed by unanimous vote.
22

23 **2) Guest Speaker – City Manager Elizabeth Dragon – City Actions**
24

25 Ms. Landry stated that City Manager Elizabeth Dragon is here to talk about what the City is
26 already doing, to give the committee an idea of where to begin.

27
28 The City Manager introduced herself and thanked the committee members for agreeing to do this
29 important work. She read the following:

30
31 “The committee’s charge to make recommendations about preventing and correcting systematic
32 and cultural inequities is a pretty large task. As you know, it goes beyond just policing. To effect
33 real community-wide change we need to look all parts of the community: our entire city
34 government and services, our county services, our educational services, and all sectors of our
35 community.

36
37 I believe it requires each of us in leadership positions to take stock of our individual
38 organizations that we lead and ask ourselves, ‘Are we doing everything that we can to be
39 inclusive and correct systematic inequities?’ We can and must all do better. I start there.
40 At the City we have an employee group that will be working with our Human Resources
41 Department to generate ideas for general organization-wide awareness and training. Education
42 and Awareness is a crucial first step for change. We are looking at focused education,
43 specifically for our hiring managers and our hiring teams, or anyone in a position to make a
44 hiring decision. We are also looking at training opportunities for our hiring teams to help them
45 recognize bias that may not realize they have.”

46
47 The City Manager added that she was talking with the HR Manager about this today and she had
48 a great idea that involves an anonymous survey. The individual gets the feedback directly, but
49 also they get anonymous results. They are looking at doing things of that nature.

50
51 She continued: “We are being more deliberate in how we structure our hiring teams, using
52 people across the organization – for example, a hiring team for a Public Works position might
53 include a staff member from the Library. We are going across the organization to tap into all of
54 the people the City has. We are changing things up a bit and including adding others in the
55 organization that are not usually part of that process.

56
57 We are considering the inclusion of skills-based testing, which we do not currently have, as a
58 component of the candidate screening process. There are some departments that have skills-
59 based testing but not as a general rule. The other idea we are pursuing will involve work with
60 our Human Resources software vendor (Halogen) to see if it is even possible. We receive and
61 process job applications electronically through this automated system. We are talking to our
62 vendor to determine if we can remove names from applications and instead identify applicants by
63 number, at least through the first screening steps. This could potentially help reduce various
64 types of biases that people might not realize they have.

65
66 We are always looking for other venues to advertise our open positions and recruit people. We
67 participate in college job fairs, and reach out to professional organizations that have some sort of

68 tie to the type of position we are seeking to fill. We also use interns and have often kept interns
69 on, and it is great to keep people here locally beyond college. We have had some success with
70 that. We are looking for anything we can do to increase and diversify our pool of candidates for
71 all positions. Recruitment is always a concern for us so we would welcome ideas from you on
72 how to increase our exposure.

73
74 Parks, Recreation, and Facilities Director Andy Bohannon is the staff liaison to the Human
75 Rights Committee (HRC), which Dottie Morris is a member of. That group currently holds an
76 annual Martin Luther King Breakfast, and recently added a very popular international festival
77 that we are looking at growing, and I understand the committee is looking to add a third event in
78 June of each year. I would really love to see some momentum continue from this group's work
79 into that ongoing standing committee."

80
81 The City Manager continued that the HRC will continue beyond the specific charge for this
82 group, and she would love to see some of this group's work rolled into the HRC. The HRC has
83 at times been active, and at other times not been active, so this is a great opportunity to give the
84 HRC some additional momentum.

85
86 She continued: "Next, because I know there is a lot of focus on policing nationwide, I want to
87 talk a little about our Keene Police Department (KPD). We have a highly trained, professional
88 department that is nationally accredited. We voluntarily hold ourselves to this higher standard. I
89 hope you get a chance, if you haven't already, to watch the recording on our website of the City
90 Council workshop held July 14th. It was an informational workshop about the KPD. We really
91 tried to answer some of the questions we were getting. It was an excellent workshop and the
92 Chief and his team discussed, among other things, what it means to be a nationally accredited
93 department. Only 4% of law enforcement agencies in the US are nationally accredited and only
94 15 of the 210 agencies in NH are part of that number. I would argue that in NH accreditation is
95 perhaps even more important than in other states because currently there are no statewide
96 policies and procedures or statewide review of policies. CALEA was formed to create policy
97 and procedures for law enforcement based on nationally-recognized best practices. Most
98 departments do not become certified because it is a lot of work and it is expensive to achieve and
99 it is expensive to maintain accreditation. I think you will hear more about this related to
100 recommendations that come out of the Governor's Commission on Law Enforcement. If you get
101 a chance check out calea.org. CALEA requires and reviews written directives/policies; reviews
102 reports and use of data in decision-making in the KPD; and reviews the KPD's relationship with
103 the community, including a process for public input during certification. CALEA uses an
104 independent team of assessors to review the KPD's operations.

105
106 During the City Council workshop, the Police Chief also reviewed their hiring process and just
107 how rigorous the process is. In 2019 we had 376 candidates for police officer positions. Fifty-
108 two of them actually showed up for the next step of the process, and of those 52 only 20 passed
109 the physical fitness test. Of those 20 only 12 passed the oral boards, and in the end only two
110 passed the background tests, which include a polygraph that covers the answers given as part of

111 application process, physical and mental health, education, previous employment, alcohol and
112 drug use, gambling, IT and online usage, and much more. I encourage anyone interested in these
113 statistics to also check out the KPD web page. In the ‘resources’ section you will find statistical
114 reports related to hiring, citizen complaints, and internal investigations, as well as our Use Of
115 Force (UOF) policy and our UOF statistics.”

116
117 The City Manager added that it is all information that CALEA reviews, and some of the reports
118 are ones that CALEA requests. The KPD tries to make all of that available to the public and they
119 keep several years’ of data in there.

120
121 She continued: “As part of the workshop the Chief also identified areas for improvement,
122 including some areas of training that may have become stale and should be updated. They also
123 identified some areas that should be enhanced, such as diversity/cultural dynamics/race relations
124 - he believes these should be more of a theme throughout all the training, not just one, specific
125 topic/training moment. There are several other areas he identified at the workshop. However, it
126 is important here to recognize the work of the Governor’s Commission on Law Enforcement and
127 the required training changes that will likely come from the work of that group. There is a good
128 chance the areas we have identified will become part of the state’s required training program for
129 everyone in NH. So we are waiting for the work of the Governor’s Commission to be complete
130 before moving to implement any training program changes here locally.

131
132 I believe we might also see some recommendations from the Governor’s Commission on Law
133 Enforcement related to mobile crisis teams. This concept of engaging mental health (and I
134 would add to that: substance abuse) professionals to assist the Police Department either at the
135 scene or as a follow up to a call is not a new concept for us. In fact, for a couple of years now
136 the Police Chief has been following this type of work in other communities and discussing the
137 possibility of creating some partnerships here locally. This type of relationship would not only
138 be a welcome relief to the KPD, but to the ambulance service and the Fire Department as well. It
139 would provide needed services to people in crisis. New Hampshire has mobile crisis teams in
140 larger cities but none here in Keene or in this region. I have briefly discussed this with our
141 Senator and the Chief has been discussing this with Monadnock Family Services as a potential
142 partner. I would like to see State funding to stand up more of these mobile crisis teams.”

143
144 She added that it is very important. She thinks they will see something like that come out of the
145 Governor’s Commission on Law Enforcement. If they do make a recommendation, she hopes
146 they follow it with funding. She thinks it should not just be the big cities that have access to this
147 type of resource. Keene needs it, as does every other community in NH.

148
149 She continued: “Funding, however, is not the only hurdle locally we would need to overcome.
150 [Lack of] workforce is also an issue. There are not enough mental health counselors to provide
151 all the services currently needed.”

152

153 The City Manager stated that she knows that Senator Kahn has been working on that, in terms of
154 certification and getting people to be able to work a lot sooner under a mentor. That has made a
155 lot of progress but they still have more work to do, and she thinks the demand will only increase.
156

157 She continued: “However, the Chief is going to continue these conversations and I am going to
158 continue these conversations with our Senator and ultimately the State. We need to see first if it
159 is included in the recommendations that come from Governor’s Commission because if it does
160 then hopefully funding will also follow.
161

162 One other update: the KPD is currently reviewing body camera programs. They have been
163 meeting with vendors and talking with stakeholders and other communities about their
164 experience. The Chief is planning to provide an update to the Finance, Organization, and
165 Personnel (FOP) Committee on Aug 27 at 6:30 PM for those of you that might be interested in
166 tuning in.”
167

168 She added that the work is not done but they want to let the FOP Committee know what they
169 have come up with so far and get some input from the FOP Committee/City Council. They
170 expect to go back and forth to the City Council a few times.
171

172 The City Manager thanked the AHRJCS Committee again for having her, and stated that she
173 would be happy to answer questions. She continued that if she does not know the answer(s) she
174 can bring the questions to others who might have answers and then follow up.
175

176 Co-Chair Morris asked if anyone had questions, from the committee or public.
177

178 Ms. Atkins asked, regarding hiring practices, what the City does to try and make sure the pool is
179 diverse. She continued that NH is not very diverse. Are they looking outside of NH? The City
180 Manager replied that they do look outside of NH and can sometimes recruit from other states if it
181 is a higher level position. She continued that it takes more effort reaching out to other states.
182 They have success reaching out to professional organizations. For example, when seeking a
183 Library Director, they go through a library network, which will reach library professionals across
184 the country. They are always looking for other ideas for how to recruit more people, especially
185 for the KPD, where they have a lot of vacancies. Part of it is because it is a rigorous process to
186 get through, but also, it is because Keene is more remote and they are competing with other
187 locations like the seacoast, which attract more people. If [Ms. Atkins or other ADRJCS
188 Committee members] come up with other places the hiring teams should be looking at, they
189 would be happy to.
190

191 Ms. Atkins stated that the KPD process is very rigorous. She asked if anyone has looked at the
192 process for biases, i.e. to see if just the process eliminates a diverse group of people. The City
193 Manager replied that CALEA looks for bias, and they are independent. She continued that
194 CALEA just went through all of the City’s hiring processes. Lt. Maxfield stated yes, CALEA
195 goes through everything in the hiring process with a fine tooth comb. He continued that as far as

196 he knows they have not found anything. He is not aware of any specific bias issues in the hiring
197 process. Chief Russo stated that the biggest challenge is getting a diverse group here to begin
198 with. He continued that he does not disagree that they should be looking to see if there are any
199 biases in the hiring process, and looking at how to make it more open, but the problem is getting
200 people here. Low numbers of everybody is the problem. The KPD will consider any applicant,
201 regardless of what they look like, what they wear, their race, sex, or nationality. He understands
202 Ms. Atkins's point, thinking of biases that may keep someone out of the process, but they have
203 never gotten to look at that, because they do not get the numbers here. The KPD is "close to zero
204 in diversity," he continued, which is unfortunate. They have reached out to minority papers in
205 the past, to get posted nationally, and they held a hiring process in Springfield, without any
206 success. The KPD is open to anyone's ideas for how to get people here, because the KPD is out
207 of ideas. He thinks this applies city-wide.

208
209 Mr. Morton thanked the City Manager for coming and sharing the information. He continued
210 that she said they are thinking about broader skills-based testing for hiring for the City. Similar
211 to Ms. Atkins's question, he would like to encourage the City to work with a college, university,
212 or outside organization to help develop the tests so the tests will be free of bias. One of the
213 things Chief Russo spoke about was ways that he can develop a larger scope, whether that is
214 looking for folks with disabilities, indigenous people, or [other underrepresented people].
215 Something C&S did successfully was partner with a university to bring in interns, many of
216 whom were later hired. That is a wonderful way to grab hold of an underrepresented population
217 for work. It is great that the City Manager attends job fairs and has interns. He encourages her
218 to look for ways to have a formal pipeline created between the City and universities, with
219 structure and consistency to the type of candidates the City can see. This should include
220 universities outside of NH, too. Lastly, he continued, the skills test really bothers him. It could
221 weed a lot of people out. He asks the City to consider widening the parameters of the applicant
222 tracking system to not only look for core competencies listed within job description documents,
223 because there are transferable experiences and skills that the applicant tracking program would
224 not pull out if it is limited to a core competency. For example, someone working in the Coast
225 Guard could be a fantastic Police Officer.

226
227 Ms. Landry stated that that is really good input and that is the type of information they should
228 include in their report to the City Council. She continued that she has made a note of it so they
229 can include it in their draft.

230
231 Co-Chair Morris asked for public comment. Hearing none, she thanked the City Manager.

232

233 **3) Education and Schools Discussion**

234

235 Ms. Hockett stated that she has a list that she, Ms. Hockett, Ms. Atkins, Dr. Morris, and Ms.
236 Saleh brainstormed. She read the following:

237

238 **"Data and Stats available**

- 239 • Demographics – K-12, Antioch University-New England, Franklin Pierce University,
240 Keene State College, River Valley Community College
- 241 • Campus/School Climate – Experiences of staff and students based on race
- 242 - How well are people performing within various educational settings?
- 243 - What type of services are offered to Black and Brown students? Mentorship
244 opportunities? Support?
- 245 • Disciplinary actions – any data connected to race? General tiered behavior evaluation
- 246 • Contact with law enforcement - Nature of contact between police and youth based on
247 race
- 248 • Break down of students in AP class and Honors based on race – High School and
249 Colleges/Universities in area
- 250 - College bound advising – guidance counselors report about Black and
251 Brown students”

252
253 Ms. Landry asked, regarding the “Data and Statistics” category, if the group is looking at data
254 and statistics they want to investigate. Ms. Hockett replied yes, this is what they want to start
255 digging into.

256
257 Ms. Atkins stated that the thinking is that based on the data, they would make a formal request to
258 the different groups and these would be the types of things they would be looking for. They
259 realize they might not get it all; data might not be kept on all of these topics. But it is the
260 information they would be looking for and information that they could use to help them come up
261 with the recommendations for the City Council.

262
263 Ms. Hockett continued reading:

264
265 **“Programming and Educational Opportunities**

- 266 • What types of programs and educational opportunities (related to diversity, equity and
267 inclusion) are available in the region, in school system?
- 268 • Type of training for teachers, counselors, administrators and other school personnel –
269 Professional development related to diversity as it relates to race?
- 270 • What types of opportunities are available for all students to have diversity
271 experiences?

272
273 **Curriculum related issues**

- 274 • What resources are available in the schools?
 - 275 - People
 - 276 - Books
 - 277 - Types of presentation
 - 278 - Content in classes
- 279 For example - Has the content in history classes changed? Are various
280 voices represented? Indigenous peoples? People of African, Asian,
281 Latino backgrounds? How are these voices represented?
- 282 • Integration of diverse information into content/curriculum in general
- 283 • Changes in how information is presented including types of assignments

- 284 • Contextualizing – What is the bottom line and lessons we are trying to teach within
285 the school, in general – overall goals, vision and outcomes
286

287 **Staff diversity**

- 288 • What are some plans in place to increase diversity among teachers? What is current
289 staffing? Recruitment and Retention strategies?
290

291 **Other things to consider**

- 292 • Working understanding of variations in family structure and make-up – single race
293 families, mixed race families, adopted children into “white” families – needs are
294 potentially different for the child based on family structure and make-up – many
295 students who are multiple races – many dynamics to explore, understand in order
296 to serve students
297 • Within racial group diversity – needs based on these differences exist – racial
298 differences within POCs – gender, SES, ability, religion, age, etc. –
299 “intersectionality”
300 • How are priorities determined within the education system? Is diversity a priority? If
301 so, how is it expressed and addressed as a priority? What plans are in place already to
302 address issues of diversity, bias, racism, etc.?
303 • Understanding of how to engage students - How to balance engaging students from
304 diverse backgrounds without singling them out? - Navigating this complexity
305 • How is discriminatory or hate-related behavior handled? What are the consequences?
306 What about hate or derogatory speech addressed? Consequences? Is there a
307 difference between bullying and bias/discriminatory behavior/hate actions? Are
308 bias/discriminatory behaviors/hate actions captured as bullying? Same
309 consequences or variation?
310 • Low school performance of Black and Brown students compared to White students –
311 how is this interpreted? What is done when this performance gap is noted?
312

313 **Obtaining additional information**

- 314 • Discussions with students, parents and teachers – Three separate times to talk to the
315 different groups to get input – Listening sessions
316 • Creation of a “living” document for ongoing feedback – express feelings about
317 experiences, opinions, present options, questions, other comments – maybe an
318 online form”
319

320 Ms. Landry stated that she is wondering where they go with this. Is this something they want to
321 take to the schools? Are they looking at a questionnaire, or interviews? What do they want to do
322 with this information?
323

324 Ms. Atkins replied that she envisioned cleaning it up a bit and asking for that data, but it also
325 informs, say, the Superintendent of what this group is thinking about. It is twofold. It needs to
326 be cleaned up in a way that can be presented as a request for information, and also, in a way to
327 extend a formal invitation, so they can say ‘these are some things the committee wants to
328 discuss,’ whether it relates to K to 12, colleges, or whatever else. That is her thinking. She
329 asked if anyone else had thoughts. Co-Chair Morris replied yes, the working group was just

330 brainstorming. They wanted to put it all out there. She continued that they need to organize it
331 more to figure out all the directions they want to go in. Maybe they could have the
332 Superintendent come in and do what the City Manager did - talk about what is in the mix (in the
333 School District) and what they are doing in the future to address some of these things. It is a
334 good way for the School District to learn about what the committee is thinking about and the
335 questions they may be asking.

336
337 Ms. Somers thanked Ms. Hockett for sharing that thorough list. She continued that she has a
338 question and a recommendation. A lot was covered and they definitely touched on disciplinary
339 factors but it would be a good idea if they start to thinking about a way for community members
340 and parents to have an objective, independent body sit in on disciplinary areas where there may
341 be concerns from brown and black families if they have concerns about a situation not being
342 handled objectively. That is one concern that came up from the public. A parent spoke about
343 how her children of color were treated differently than her white children. There might be an
344 opportunity here to see if the schools would be open to think through having a process where a
345 parent could invite an independent body to sit in or maybe provide recommendations on such
346 matters. Co-Chair Morris thanked her and stated that they will note that.

347
348 Councilor Workman commended the group for such a thorough brainstorming session. She
349 asked, was there discussion of exploring the role of the School Resource Officer (SRO) in
350 schools? Co-Chair Morris replied that she does not remember. Mr. Morton replied that he
351 thinks Ms. Hockett listed students' interactions with "on-school police officers" as a topic.
352 Councilor Workman replied that some questions could be: Should an SRO be uniformed on
353 campus? What is their role? What is the ratio of SROs to guidance counselors? What are their
354 roles? Is it the most appropriate use of an officer's time? Co-Chair Morris thanked her for
355 adding that. She continued that the group will continue to work and refine and they will bring it
356 back.

357
358 Ms. Landry replied that this is definitely the right way to go about this; this is textbook on how to
359 have working groups. She continued that the working groups are not making decisions on their
360 own or "replying all" via email; they are bringing everything back to the full committee. She
361 thanked them for doing it the right way.

362
363 **4) Police and Policing Discussion**

364
365 Mr. Morton stated that he and Sheriff Rivera met and chatted about looking for low-hanging fruit
366 and looking for areas within this bucket list where they can make a more immediate impact. He
367 continued that two areas that they decided on are: mental health considerations for Police
368 Officers, and Police training on UOF. Those are under the "training" and "mental health" bucket
369 list of "Police and Policing." They do not know what they do not know, and thought it would be
370 best to recruit some professionals to speak either with the full committee or with him and Sheriff
371 Rivera, on what the KPD's UOF policy is and what the training around it is like. Sheriff Rivera
372 recommended that Chief Russo, Lt. Maxfield (who is the lead trainer) or someone else from the
373 KPD come speak about UOF.

374

375 He continued that he spent quite a bit of time on the KPD website. The truth is: he is elated. He
376 saw the data that the KPD takes, and he saw a training manual that KPD has to go through. It is
377 tough to become a Police Officer in Keene, and there is so much ongoing training. He was
378 bowled over, and he is proud. The data reported out by the KPD runs the gamut. Other
379 committee members can look at the 2019 data on citizens' complaints and UOF analysis, which
380 were amazing to read. At first he thought there was not, but there *is* information on the ethnicity
381 of the individuals. This is fantastic. The KPD does have the data for the committee to review.
382 He thinks they should have someone from the KPD speak with them briefly about what the UOF
383 training entails.

384
385 Mr. Morton continued that regarding mental health, Sheriff Rivera gave him a wonderful
386 contact: Eric Golnick, the President of Veterans' and First Responders' Healthcare. He is
387 fantastic and he spoke with him at length. Mr. Golnick is willing to speak with the committee
388 about the mental health needs of police officers and first responders, and also sent the committee
389 a PowerPoint presentation on this. He also spoke with James McKim, President of a NH chapter
390 of the National Association for the Advancement of Colored People (NAACP). Mr. McKim is
391 also on a Governor's Council about race. He also can speak with the AHRJCS Committee about
392 the mental health needs of Police Officers. He asked if Sheriff Rivera had anything else to add.

393
394 Sheriff Rivera stated that the Police and Policing working group needs more people. He
395 continued that he is sort of in the middle of this, since he served for 22 years on the KPD. He
396 considers the KPD to be a very professional organization that got him to where he is, and he is
397 currently the elected Sheriff of Cheshire County. Thus, he brings a different point of view to the
398 working group than someone not engaged with law enforcement. The working group needs that
399 outside voice as well. He and Mr. Morton would welcome others to join them as they explore
400 more into the mission and directive of the working group. It is not just what [law enforcement]
401 needs to do more, but what are [law enforcement] doing already, that the working group can
402 share with the committee, that maybe people do not know is already happening. It would be
403 great to have one or two more people, to have that conversation. He went through the KPD
404 hiring process twice – the first time he did not make it, and the second time he did. When he
405 applied there were over 200 applicants. There were programs where the military helped people
406 transition from the military to law enforcement, and Keene benefitted from some funding for
407 that, because of the promotion and advertisement of law enforcement careers for people leaving
408 the military. As a person of color coming into the KPD almost 30 years ago, he found the hiring
409 process to be extremely fair, with everyone that applied having similar testing and similar
410 requirements. That is just his experience.

411
412 Co-Chair Morris noted that Ms. Somers has offered to join the Police and Policing working
413 group. Ms. Somers stated that she would be glad to join; she does not know much about this
414 topic and maybe that will be a good thing. She will be a "clean, curious slate." Sheriff Rivera
415 agreed and welcomed her and her perspective. Councilor Workman stated that her schedule has
416 opened up and she would be happy to join that group as well.

417

418 Sheriff Rivera asked about having a guest. Ms. Landry replied that any guest speaker(s) should
419 come to the full committee meetings instead of working group meetings so the public can at least
420 observe. Sheriff Rivera stated that the working group wanted to have the Chief or someone from
421 the KPD update them on what the KPD is doing, so that the committee does not end up
422 recommending something that is already in place, so they can focus on where to go. Ms. Landry
423 replied that that is the type of decision that needs to be made by the committee, not a work
424 group, unless they have an official subcommittee meeting with an agenda, a minute-taker and
425 minutes, public notification, and so on and so forth. They could do that if they want, or they
426 could, if the Chair agrees, include that in a future AHRJCS meeting.

427
428 Mr. Morton asked: if they wanted to have someone come and speak, how do they go about that?
429 Do they email Ms. Landry and say that the working group would like to bring in so-and-so to
430 speak, and list some times and days that person is available? Ms. Landry replied that that would
431 be fine, and she would bring it to Co-Chairs Morris and Van Wickler. She and Co-Chair Morris
432 reiterated the importance of emails sent to and from committee members not including more than
433 five committee members, so it does not create a quorum.

434
435 Ms. Atkins stated that police departments have a lot of data. She continued that she recommends
436 that the work group find a way to look through the data to see if there are individual officers who
437 fit the category of inappropriate UOF or other issues. Does the KPD look at individuals in that
438 manner? That would be helpful information. Mr. Morton agreed. He continued that the KPD
439 does look into that. They have a very specific process, which he was quite impressed with, and
440 Lt. Maxfield could give information about this. Lt. Maxfield replied yes, there is a multi-level
441 review process and the KPD does try and identify individual issues that might be happening.
442 They look into anything unusual like that and address it. Mr. Morton replied that they address it
443 with additional training. He saw that on their website. It is very detailed and impressive. They
444 can share the link to that webpage for everyone on the committee to see.

445
446 Co-Chair Morris asked if there was any public input. Ms. Landry replied that she does not see
447 any members of the public indicating that they would like to speak. She continued that she
448 shared the link to the KPD, and for the benefit of the public, it is: www.ci.keene.nh.us/police,
449 and there is a tab labeled “resources,” and you can dig in deeper there. The “employment” tab
450 has a lot of information about the prerequisites, training, and qualifications for employment.

451

452 **5) Laws and Policy Discussion**

453

454 Mr. Morton stated that this, too, is what he and Sheriff Rivera worked on. He continued that the
455 topic goes hand-in-hand with Police and Policing. They thought of the idea of looking at City
456 laws and ordinances that affect the public and examining their potential impact on
457 underrepresented populations. That was the beginning of their discussion. They are hopeful that
458 with the addition of two more people they can begin to pull that together. He asked if Sheriff
459 Rivera had anything to add. Sheriff Rivera replied no, Mr. Morton is right on track.

460

461 **6) Social and Community Discussion**

462

463 Co-Chair Van Wickler stated that Councilor Workman sent some amazing brainstormed ideas,
464 and Ms. Somers also had some great thoughts as well. He continued that since their thoughts
465 reflect his as well, particularly in regards to spiritual leaders and healthcare practitioners in the
466 community, he will yield to them instead of trying to summarize their thoughts. Ms. Somers
467 stated that since she does not have a good internet connection right now, she will defer to
468 Councilor Workman to share her document. She continued that she and Councilor Workman’s
469 thoughts and ideas were similar.

470 Councilor Workman stated that there were a couple of core categories they wanted to cover:
471 community conversations, budgets, social services, and integration. She brainstormed in each
472 category. She continued that for “community conversations,” she thought it would be helpful to
473 gather feedback from spiritual leaders from various backgrounds, regarding their experiences
474 counseling their congregations on racism and inclusivity, and ideas for ways to improve on these
475 issues. She listed a group of diverse religious and spiritual backgrounds, such as Keene
476 Assembly of God, the United Church of Christ, Elm City Church, New Level Church, Keene
477 Unitarian Universalist Church, St. Bernard’s Catholic Church, Monadnock Covenant Church,
478 and St. George’s Greek Orthodox Church. Co-Chair Morris stated that they should add the
479 Synagogue.

480 Councilor Workman stated that she also thought to gather information from healthcare providers
481 regarding common trends they may see surrounding racism and racial diversity or lack thereof,
482 in patients and in hiring practices. They could ask about cultural biases in healthcare and tie that
483 into the Healthy Monadnock 2020 aspect, and programs in place to promote inclusivity.

484 She continued that she also thought about mental health: looking at agencies like Monadnock
485 Family Services; MAPS; Mountain Wellness Associates; Antioch Psychological Services (they
486 are a teaching school, so it would be really helpful to get their feedback); Monadnock Area Peer
487 Support; and Cheshire Medical Center’s Psychology Department, ER team, Primary Care units.
488 Because Cheshire Medical Center is so large it would probably be best if the committee gathered
489 information via survey. Or they could invite leaders from the religious and spiritual and
490 healthcare agencies together, but logistically, she is not sure how that would work. A survey
491 might be better but that is open for discussion.

492 Councilor Workman stated that regarding the “budget” category, in the KPD’s workshop with
493 the City Council they mentioned that CALEA did an on-site visit in 2019. She continued that
494 she did not see that report on the KPD’s website, and she was wondering if the committee could
495 have that. The CALEA website says that the reports say what areas a department is doing
496 exceptionally well in and areas that need improvement, and overall recommendations. She
497 wonders if that report could be made public. Oregon has, in Eugene and Springfield, a program
498 called CAHOOTS: Crisis Assistance Helping Out On The Streets. It is a crisis intervention team
499 partnered with law enforcement. It is helpful to look at what other municipalities are doing to
500 split the role of law enforcement and social services, because the police are currently the catch-

501 all for all of society's problems, so how can they look at doing that differently? Eugene's
502 program costs roughly \$80,000 per year. The United Kingdom also has a national health
503 services to respond to mental health calls, and Oakland, CA, is currently piloting a \$40,000
504 project called MH First Team to test non-police strategies on mental health calls, which is
505 modeled similarly to CAHOOTS. During the KPD workshop, the KPD talked at length about
506 alternatives they have been looking into, such as one modeled after the Laconia Police
507 Department's hiring of a PET Officer (Prevention, Enforcement, and Treatment) and an ACERT
508 (Adverse Childhood Experiences Response Team), which was mentioned or explored by the
509 KPD in 2017. It was determined that Keene did not have enough resources. Maybe this could
510 be reexamined – what are the specifics of the team? How much would it cost to pilot it? Could
511 Keene apply for grants for this? She envisions exploring these options a little more to see if any
512 would be viable for Keene.

513 Councilor Workman stated that for “integration,” she looked at, in regards to community
514 policing and making the Police Department even more user-friendly: possibly increasing bike or
515 foot patrols downtown; spacing out patrol space, because sometimes there are two police cars in
516 one parking lot; and adding intros to interactions (“Hi, I'm Officer Joe. Do you know why I
517 pulled you over?”). Also, talking about more diversity on the KPD as a whole.

518 She continued that for “social services,” she thinks in upcoming budgets they should look at
519 allocating more funds to mental health, child welfare, and addiction services. She also thought
520 about promoting educational campaigns focused on identifying racial biases, microaggressions
521 and why they are hurtful, and ways to celebrate diversity in the community. Having a discussion
522 with mental health agencies – would they be up to the task of taking on more responsibility with
523 regards to mental health calls, if Keene were to look at one of those models? How would it
524 really be implemented, and can they get buy-in from the mental health agencies? A friend of
525 hers runs a crisis center in Boston, and they deal with various populations – homelessness and
526 substance abuse tend to be the main issues. They have a crisis van, not very expensive or fancy,
527 as a mobile unit so they can go out and provide services to individuals where they are in the
528 community. Keene could look at models such as that one.

529 Co-Chair Van Wickler thanked Councilor Workman for her amazing ideas/work.

530 Co-Chair Morris stated that someone's suggestion was to add “St. James” to the list of churches.

531 Co-Chair Van Wickler stated that Ms. Somers' ideas were: identify community organizations,
532 groups, and stakeholders that the committee can learn from – what are those groups' initiatives?
533 What are they doing, and how might this committee integrate into that? He continued that he
534 thought that was a really good idea, because if a group or organization is not doing anything, this
535 committee's inquiry might trigger them into doing something.

536 Ms. Landry asked if Councilor Workman heard what the City Manager was saying about mobile
537 crisis units, and if that perked her interest, based on what she was just talking about. Councilor
538 Workman replied yes, and she would like to learn more. Ms. Landry replied that maybe they can
539 get more information about that in a future discussion.

540 Co-Chair Morris stated that Ms. Somers wants to add Keene Human Rights Committee and
541 Keene Historical Society to the list. Councilor Workman asked if those go under “social
542 services” or somewhere else. Co-Chair Morris replied that Ms. Somers did not say. Councilor
543 Workman replied that she will add them.

544 Ms. Adkins asked if this working group is also looking at: the first person responding to a mental
545 health call does not even belong with police. Maybe it should be EMS or a mobile health unit.
546 Is part of the recommendation that they move it away from the police? Unfortunately, when
547 many people hear “police” they hear “trouble.” They are afraid. They are afraid to be open, and
548 afraid they are going to get in trouble. When they are looking at the idea of a mobile unit, they
549 should look at whether or not it should be connected to police, or police and EMS. That is just a
550 question, not a recommendation. Councilor Workman replied that she thought about that as
551 well. She continued that similar to what she said in the school section, about having SROs in
552 schools. You don’t know if the situation is going to need to include the police. A simple mental
553 health call could go awry very quickly. That would be part of the larger discussion. i.e. would
554 they recommend an officer not fully in uniform, so they look less threatening? She is just
555 brainstorming, but maybe in those situations police would take direction from the mental health
556 provider and not intervene unless the mental health provider gives a sign. There is a lot to think
557 about. She does think adding EMS to the conversation would be good. It could be a partnership
558 between EMS, police, and mental health providers.

559 Co-Chair Van Wickler stated that some of this is about the entrance of a call. There is some
560 value in having one phone number, with dispatchers that have the training and expertise to ask
561 the right questions and decide whether to dispatch the call to EMS, police, or some drug and
562 alcohol abuse organization if there is a partnership. Then the police will get involved if that is
563 necessary, at the discretion of whoever it is decided has that discretion. It would be important to
564 have one number to call, so that people who are not educated about a situation do not need to try
565 and figure out which number to call. It is important to think about the entrance of a call and how
566 it is dispersed.

567 Ms. Landry asked for Sheriff Rivera’s perspective on this and information on how this is done
568 now. Sheriff Rivera replied that 911 calls go to Concord and then Concord decides where to
569 route the call. He continued that the dispatchers’ primary goal is to get the help to the person as
570 quickly as possible. They are not trained to do triage or have a checklist to decide; they are just
571 trying to get someone there to help, and the person who goes to help decides whether they need
572 to call in EMS or others. This would be an entirely new ballgame, if they would be training
573 dispatchers to triage calls and decide whether to send police, ambulance, or social services to the
574 call. He is not ready to answer this. It is an entirely different way of looking at it.

575 Chief Russo stated that the police is in the dispatch business as well. He continued that anything
576 would have to start at the state level, because the state transfers 911 calls to Cheshire County or
577 KPD dispatch. If the KPD then goes through another question and answer period, they could be
578 delaying response by minutes, which adds to whatever amount of time it took the state dispatcher
579 to get the basic information needed to transfer the call to the KPD. He is not disagreeing with
580 this method because he knows it works in some larger communities, but it is something that

581 would have to start at the top rather than the bottom. There are some very serious concerns with
582 starting at the bottom rather than the top (the state 911 system).

583 Ms. Landry stated that maybe learning more about the mobile mental health units would help;
584 maybe they have done a lot of this homework already and have some insight that could prevent
585 this committee from having to figure this all out. She will look into this for the committee.
586 Chief Russo replied that he thinks she will find they are not exactly what she thinks they are. In
587 three locations they are state-funded, mandated by court. There is lack of funding in some
588 secondary programs. He does not think any are actually riding with police officers. He and
589 MFS have been talking about a hybrid model but they are nowhere near even initial talks. It all
590 rolls together with what they were just saying about who should initially respond. He
591 encourages the committee to talk to people running those types of organizations to see what they
592 actually think about this. The answers might be a little different, for unexpected reasons. The
593 KPD is short nine people right now and [mental health organizations] do not have the workforce
594 either. There are a lot of things rolled into some of these solutions. He is a proponent of them –
595 he would love to have an ACERT and PET Officer in Keene already. It is a workforce issue.
596 That has to be solved in order to move to these next good steps.

597 Co-Chair Morris thanked everyone for the good work they have done since the last meeting. She
598 asked where they want to go from here. She heard that maybe each group would want to have
599 speakers from each topic/sector come in and update the committee on what is already happening
600 because it would help the committee understand what needs to be done. It would be helpful to
601 even just get information from people, like tonight, to help shape some of the committee's
602 recommendations, because there are things that the committee just does not know. Is that the
603 direction they want to go next? Or do people have other ideas?

604 Co-Chair Van Wickler stated that he agrees. He continued that work groups need to sit down
605 together and process what they have heard and discussed tonight. He has some ideas for the
606 work group he is in and information he could gather and bring back to this group. This is a great
607 start. Everyone is really engaged and providing exceptional feedback, which is encouraging. He
608 hopes it materializes into something good. They have talked a lot about training, retooling, and
609 education, but they have not talked about culture yet. That is part of what his presentation to the
610 Governor's committee will be next week. People can be certified and trained yet have a culture
611 in their midst that is not good, and secretive. That is what they have to drill down on – how to
612 manage that, not just locally, but nationally. These work groups are off to a tremendous start.
613 He is learning a lot and hopes others are, too. If they can put together a report saying what they
614 have learned, even if it is short of recommends that cannot happen due to fiscal or other reasons,
615 a lot of good has already come out of this committee and he is glad to be a part of it.

616 **7) Plan for Public Input**

617
618 Co-Chair Morris stated that she wonders if they can have an online forum of some sort, for
619 people to give the committee feedback and ideas, in case they cannot come to the meetings.
620 Another idea is for each work group to hold a listening session in a public meeting like this.
621 They should think about how each group can craft some really good questions for the public, to

622 get the answers the committee needs in order to create a really, really detailed document. That is
623 what she was thinking but she is open to other thoughts. She wishes they could meet in person
624 with coffee and donuts.

625

626 Ms. Landry stated that they can look at the ways that other committees have done this. She
627 imagines there will be a lot of public interest. She continued that they have had 4 to 6 people
628 from the public at each meeting. If that low number continues it might be easy enough to
629 include public input in the meetings. Or they could set aside one meeting every other month, or
630 every month, and have public input on the agenda. If they do a forum, which they are at liberty
631 to do, it would be big. They would need to be prepared for that scope. Or they could limit a
632 public forum to specific topics or questions, or do a survey. There are options out there.

633

634 Co-Chair Morris stated that someone in the chat box asks that the Jonathan Daniels Center for
635 Social Responsibility be included in the social, community, and education work group
636 discussions when possible. She thanked Mary Jenson from the Historical Society for that input.

637

638 Co-Chair Morris suggested the work groups talk about how they want to get input from the
639 public, and then they can come back together as a committee to make a decision. It would be
640 fine to table it until next time. Co-Chair Van Wickler agreed and stated that this is a lot to
641 process and he has a lot of ideas. Public input is important and they have to make sure they do it
642 right, to get maximum participation. They need to give this the attention it deserves.

643

644 **8) Next Meeting – Agenda Items and Schedule**

645

646 Co-Chair Morris asked if they have future meetings scheduled. Ms. Landry stated that the
647 committee had decided to meet every three weeks. Discussion ensued. Co-Chair Morris that the
648 next meeting is September 3, at 5:00 PM. She continued that work groups can meet before then.

649

650 There being no further business, Co-Chair Morris adjourned the meeting at 7:37 PM.

651

652 Respectfully submitted by,
653 Britta Reida, Minute Taker