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MEMORANDUM

Date: January 6, 2020
To: Mayor and Commissioners
From: Rachel Harlow-Schalk City Manager
Police Chief Steve Hagen
Re: Police Reform Committees and Student Resource Officers

At the June 3, 2020, Administrative meeting, the Commission voted to conduct a review of police department policies and procedures.

In response and over the Summer and Fall of 2020, several conversations were held around law enforcement and methods employed by the Police Department. Additionally, the use of Helena Police Department School Resources Officers (SROs) was discussed with the community. These conversations resulted in the interim City Manager being directed to implement Working Groups in response to law enforcement methods. During the September 9, 2020 Administrative meeting, the Interim City Manager provided a list of four Working Groups to address primary themes within law enforcement conversations and outcomes of those Working Groups. The Interim City Manager was then directed to return with a list of potential participants onto these Working Groups and each Group was assigned a Commission member. On October 19, 2020, the City's permanent City Manager started work and the Interim City Manager shared their list of suggested participants to be submitted to the Commission. Separately, the Interim Manager was directed to, by June 30, 2021, revise the memorandum of understanding with the Helena School District from the original established in 2013 specific to the use of SROs.

As was part of the first 90 days plan from the permanent City Manager, the Manager committed to meeting with Police Chief Hagen to discuss the School Resource Officers (SROs). The intention of the meetings was to understand the commitment made by the City to the School District and why both are interested in maintaining SROs in schools. Not only did the City Manager meet with the Police Chief, several follow-up meetings with the School District Superintendent Tyler Ream were held to discuss what was needed to achieve the desired outcome in a new memorandum of understanding. The desired outcome is relationship building with police officers believed to be necessary for positive interactions students which they can carry into adulthood. It is believed that the SRO positions reinforce this positive relationship.

After completing meetings with the Police Chief and School Superintendent, the Working Groups drafted by the Interim City Manager were revisited keeping in mind that the Working Groups will focus on where we can support law enforcement and the community by providing the resources and training needed for improved outcomes and a resilient, inclusive community.

While the list of membership recommendations was added by the Interim City Manager from the September 9, 2020 meeting, the actual structure of these engagements had not been drawn out and potential volunteers do not know how much time would be asked of their active participation. Active

participation means completing homework in advance, listening to presentations and participating in consensus building. This kind of volunteer work, especially from the community experts being recruited, is more intense than listening and providing input.

As a result, the City Manager incorporated planning agendas and expectations for Working Group members so that it is understood up front the minimum expectation of their participation. Please see the attached further Police Reform and School Resource Officer Working Groups Engagement Plan. It is my recommendation that the City include the SRO discussion as part of these Working Groups by creating an additional Group focused on revisions to the memorandum of understanding. The outcome of revisions will be focused on improvements that result in establishment of a relationship with the Police Department and students that is positive and carried with the students into adulthood. The Group will include students and those on both sides of the SRO discussion. This recommendation is supported by the Police Chief as well as School Superintendent Tyler Ream and School Board leadership.

Within each of the Working Groups, several community members were identified to be specifically invited to participate based on the belief their expertise is needed and they may be able to dedicate the time needed. Helena citizens can observe these Groups especially if they cannot dedicate the time necessary but would like to offer input by way of public comment. While we are not doing open, active recruitment, citizens interested in participating may volunteer for a Working Group but must be willing to dedicate the time needed. Groups listed in the attached summary have not been contacted yet to determine their willingness to participate. The makeup of the groups as listed are suggestions for the Commission's consideration and input. The final makeup of each of the Groups will be determined by consensus of the Commission.

Each meeting will be facilitated by a third party from outside of the Helena community to assure personal bias is removed. Working Groups will begin in late January or as soon as outside facilitation can be contracted. Locations for participation by those who cannot access Zoom will also be discussed in advance of establishing the meetings to ensure access as best as possible for community members based on the state of COVID-19 at the time.



Police Reform and School Resource Officer Working Groups
Engagement Plan
12/16/2020

Working Group #1
Police Department Policies and Procedures

Member Name	Affiliation	Notes
Andres Haladay	Commissioner, City of Helena	Commission representative
Capt. Brett Petty	Helena Police Department	HPD representative

Community Members Invited to Participate

Members will be expected to read ahead all documentation necessary to come to meetings prepared to provide their insight. Members must participate in ALL meetings and be prepared to speak from their area of expertise to content sent in preparation for the discussion. All meetings will be recorded and made available online.

- City of Helena, City Attorney's Office
- City of Helena, Human Resources Team
- ACLU (SK Rossi)
- Montana Human Rights Network - MHRN
- Office of the Public Defender
- Former Tribal Federal Prosecutor
- Helena Police Protective Association (HPPA)
- Montana Law Enforcement Academy
- 911 Dispatcher
- Montana Municipal Interlocal Authority

Meeting 1
Two Hours

Expectation of Participants: Each member must arrive at this meeting having reviewed the applicable policies and procedures sent in advance. The City team will flag those policies believed to be needing revised which this Group will confirm or add to, then move forward with revisions.

Outcome: In hour 1, participants will introduce themselves, their organization, what they bring as potential input or models to the conversation:

- Police Chief reviews the purpose of this Committee and what he needs this team to provide to him for recommendation to the Commission.
- Facilitator establishes definition of consensus with group
- Round Robin: Members of the Working Group provide an overview of their organization; the skills they bring to the Group and ideas they believe need to be incorporated into Police Department policies and procedures.

Outcome: In hour 2, identify List of Policies/Procedures to be Reviewed/Revised

- Public Comment
- Facilitator establishes definition of consensus with group
- Facilitator gathers list of policies and procedures to be reviewed/revised.
- Group arrives at consensus on which to review/revise
- Group agrees to review policies and procedures identified and send their revisions to Captain Brett Petty for incorporation.
- Group reviews the agenda for the next meeting and agrees on the process or makes revisions.
- Public Comment



Meeting 2

Two Hours

Expectation of Participants: Each member must come to the meeting prepared with their policy/procedure revisions as submitted to Captain Petty.

Outcome: Agree on edits to be submitted to the Helena Police Department and identify which revisions will result in increases to costs or other barriers to implementation.

Outcome: Each participant will review the edits they submitted to Captain Petty. Real time editing may take place on policies reviewed by participants.

- Public Comment
- Facilitator helps walk the Group through revisions submitted and those who have substantive revisions speak on them.
- Public Comment

Meeting 3

Two Hours

Expectation of Participants: Each member must come to the meeting having reviewed and made revisions the recommendation drafted by Captain Petty.

Outcome: Agree on recommendation to the Helena Police Department and those revisions the Group agrees will impact budgets.

- Public Comment
- Facilitator works with Group to identify which revisions will result in cost increases or any other barrier to implementation.
- Facilitator takes group through consensus on recommendation.
- Public Comment
- Dissolve Working Group



Working Group #2a: Mental Health Services – Mapping Existing Resources

Member Name	Affiliation	Notes
Wilmot Collins	Mayor, City of Helena	Commission representative
Emily Dean	Commissioner, City of Helena	Commission representative
Chief Steve Hagen	Helena Police Department	HPD representative

Members will be expected to read ahead all documentation necessary to come to meetings prepared to provide their insight. Members must participate in ALL meetings and be prepared to speak from their area of expertise to content sent in preparation for the discussion. All meetings will be recorded and made available online.

- Intermountain Children's Services
- Lewis and Clark County Sheriff's Office-LCSO
- Center for Mental Health
- God's Love
- Mobile Crisis Response Team-MCRT
- Treatment Provider
- NAMI-National Alliance on Mental Illness
- YWCA
- The Friendship Center
- PureView
- HPPA
- 911 Dispatch
- Executive Director of Good Samaritan
- St. Peter's including MCRT
- State of Montana Mental Ombudsman

Additional resources: Community Development team as needed

Meeting 1

Two Hours

Expectation of Participants: Each member must arrive with a list of what they know to be the mental health services in the community, through whom and gaps they have identified.

Outcome: Establish a list of mental health services in place and identify gaps.

- Public Comment
- Police Chief reviews the purpose of this Committee and what he needs this team to provide to him for recommendation to the Commission.
- Facilitator establishes definition of consensus with group
- Round Robin: Each member introduces themselves to the Group, their area of expertise, what they bring to the conversation, their list of services in the community and gaps they believe exist.
- Group arrives at consensus on list of services in the community.
- Group arrives at consensus on which gaps exist in the current system.
- Group agrees to come to next meeting with ideas on how to address gaps and barriers that may exist.
- Public Comment

Meeting 2

Two Hours

Expectation of Participants: Each member must arrive with a list of ideas on how to address gaps and barriers that exist in the community.

Outcome: Establish a list of mental health service barriers in the community along with ideas that may address those barriers.

- Public Comment
- Facilitator establishes definition of consensus with group



- Round Robin: Group members share their list of ideas to address gaps and barriers that may exist.
- Group arrives at consensus on list of ideas to address gaps and barriers that may exist.
- Public Comment
- Dissolve Working Group

Working Group #2b: Mental Health Services – Agree on a New Model

Member Name	Affiliation	Notes
Heather O'Loughlin	Commissioner, City of Helena	Commission representative
Sean Logan	Commissioner, City of Helena	Commission representative
Chief Steve Hagen	Helena Police Department	HPD representative

Community Members Invited to Participate

Members will be expected to read ahead all documentation necessary to come to meetings prepared to provide their insight. Members must participate in ALL meetings and be prepared to speak from their area of expertise to content sent in preparation for the discussion. All meetings will be recorded and made available online.

- City of Helena, City Attorney's Office
- Fire Department, City of Helena
- Lewis and Clark County, County Attorney's Office
- City of Helena Judge
- Former Judge
- Center for Mental Health
- YWCA
- The Friendship Center
- Citizen
- LCSO
- LC Public Health
- HPPA
- 911 Dispatcher
- Criminal Justice Services
- Good Samaritan
- St. Peter's (including MCRT)
- East Helena Police Department

Meeting 1

Two Hours

Expectation of Participants: Each member must come to the meeting having reviewed the information from Working Group 2a and arrive with their ideas on models that could be adopted to address the needs in Helena.

Outcome: Select top choice of model.

- Public Comment
- Police Chief reviews the purpose of this Committee and what he needs this team to provide to him for recommendation to the Commission.
- Facilitator establishes definition of consensus with group
- Round Robin: Each member introduces themselves to the Group, their area of expertise. what they bring to the conversation and models they believe could be used to address gaps and barriers to mental health services in the community.
- Group agrees to arrive at next meeting having reviewed models brought by Working Group members.
- Public Comment

Meeting 2

Two Hours

Expectation of Participants: Each member must come to the meeting prepared with potential barriers to implementation including cost.



Outcome: Select top choice of model, partners, and any barriers including cost.

- Public Comment
- Facilitator walks group through collection of barriers to implementation and ideas on how to remove those barriers.
- Group arrives at consensus to submit top model, barriers to implementation and recommendations on how to address those barriers.
- Public Comment
- Dissolve Group



Working Group #3: Civilian Review Boards

Member Name	Affiliation	Notes
Wilmot Collins	Mayor, City of Helena	Commission representative
Emily Dean	Commissioner, City of Helena	Commission representative
Chief Steve Hagen	Helena Police Department	HPD representative

Community Members Invited to Participate

Members will be expected to read ahead all documentation necessary to come to meetings prepared to provide their insight. Members must participate in ALL meetings and be prepared to speak from their area of expertise to content sent in preparation for the discussion. All meetings will be recorded and made available online.

- City of Helena. City Attorney's Office
- City of Helena, Human Resources Team
- Former Judge
- Indian Alliance
- HPPA
- Attorney General's Office
- Police Officers Standard and Training (POST)

Meeting 1

Two Hours

Expectation of Participants: Each member must come to the meeting having reviewed the City's current state of Civilian Review Boards for the Police Department.

Outcome: Clarify role of Civilian Review Boards for Helena

- Public Comment
- Police Chief reviews the purpose of this Committee and what he needs this team to provide to him for recommendation to the Commission.
- Facilitator establishes definition of consensus with group
- Round Robin: Each member introduces themselves to the Group, their area of expertise, what they bring to the conversation, and what they know about Civilian Review Boards.
- Group agrees to arrive at next meeting with ideas on Civilian Review Boards needed within Helena, what their purpose should be and membership ideas.
- Public Comment

Meeting 2

Two Hours

Expectation of Participants: Each member must come to the meeting having drafted their ideas on the purpose of Civilian Review Boards, and membership of those Boards.

Outcome: Arrive at consensus on what the purpose of Civilian Review Boards should be in Helena and membership on such Boards.

- Public Comment
- Round Robin: Each member shares their ideas on the purpose of Civilian Review Boards, and which are needed in Helena.
- Round Robin: Each member shares their ideas on who should be members of Civilian Review Boards.
- Group members agree to arrive at the next meeting with their list of potential costs and other barriers to implementation along with ideas to resolving barriers.
- Public Comment

Meeting 3

Two Hours

Expectation of Participants: Each member must come to the meeting having drafted their list of potential costs and barriers to implementation along with ideas to resolving barriers.

Outcome: Arrive at consensus on list of barriers and ideas on how to resolve them.



- Public Comment
- Round Robin: Each member shares their ideas on barriers to implementing Civilian Review Boards and ideas on how to resolve barriers.
- Group arrives at consensus on which barriers and resolution methods should be recommended.
- Public Comment
- Dissolve Working Group



Working Group #4: Data and Records Management Systems

Member Name	Affiliation	Notes
Sean Logan	Commissioner, City of Helena	Commission representative
Assistant Chief Curt Stinson	Helena Police Department	HPD representative

Community Members Invited to Participate

Members will be expected to read ahead all documentation necessary to come to meetings prepared to provide their insight. Members must participate in ALL meetings and be prepared to speak from their area of expertise to content sent in preparation for the discussion. All meetings will be recorded and made available online.

- City of Helena, City Attorney's Office
- City of Helena, City Clerk's Office
- City of Helena, Human Resources Team
- City of Helena, Public Information Office
- Helena Citizens Council
- LCSO
- Dispatch Union
- Records Union
- Montana Legal Services Association (MLSA)
- MMIA
- HPPA
- East Helena PD

Meeting 1

Two Hours

Expectation of Participants: Each member must arrive with an idea of the kinds of records they would need to be able to search in order to answer questions they have or share information to partners.

Outcome: Identify the current records and data management systems within the Helena Police Department, and limitations of those systems.

- Public Comment
- Police Chief reviews the purpose of this Committee and what he needs this team to provide to him for recommendation to the Commission.
- Facilitator establishes definition of consensus with group
- Round Robin: Each member introduces themselves to the Group, their area of expertise, what they bring to the conversation, and how they use information from the Police Department.
- Presentation by the Police Department on the current system both positive and negatives.
- Group agrees to arrive at next meeting identifying improvements they need to the Police Department data and records systems to complete work electronically.
- Public Comment

Meeting 2

Two Hours

Expectation of Participants: Each arrives with a list of improvements needed to the Helena Police data and records systems to complete work electronically.

Outcome: Identify a list of improvements needed to the records and data systems.

- Public Comment
- Round Robin: Each member shares their improvements needed from the Police Department records and data system to complete their work electronically.
- Group agrees to research what electronic systems their peers use from other cities/organizations including how they use data. Also, any one-time set-up and on-going annual maintenance costs other cities/organizations may have with these systems.
- Public Comment



Meeting 3

Two Hours

Expectation of Participants: Each arrives with what electronic systems their peers use from other cities/organizations including how they use data. Also, any one-time set-up and on-going annual maintenance costs other cities/organizations may have with these systems.

Outcome: Identify a list of electronic systems from other cities/organizations including how they use data. Also, any one-time set-up and on-going annual maintenance costs other cities/organizations may have with these systems.

- Public Comment
- Round Robin: Each member shares electronic systems their peers use from other cities/organizations including how they use data. Also, any one-time set-up and on-going annual maintenance costs other cities/organizations may have with these systems.
- Group members review their notes and information from this and the last two meetings so that they may come to meeting 4 ready to make recommendations on: 1. Electronic system improvements needed.; 2. Why improvements are needed; 3. Anticipated costs for one-time then annual maintenance; and 4. Barriers to implementation with ideas on solutions.
- Public Comment

Meeting 4

Two Hours

Expectation of Participants: Each arrives ready to identify recommendations on electronic system improvements needed, why it is needed, and the anticipated costs associated for one-time then annual maintenance.

Outcome: Arrive at consensus on 1. Electronic system improvements needed.; 2. Why improvements are needed; 3. Anticipated costs for one-time then annual maintenance; and 4. Barriers to implementation with ideas on solutions.

- Public Comment
- Round Robin: Each member shares 1. Electronic system improvements needed.; 2. Why improvements are needed; 3. Anticipated costs for one-time then annual maintenance; and 4. Barriers to implementation with ideas on solutions.
- The facilitator brings the Group to consensus on areas 1, 2, 3 and 4.
- Public Comment
- Dissolve Working Group



Working Group #5: School Resource Officer MOU

Member Name	Affiliation	Notes
Emily Dean	Commissioner, City of Helena	Commission representative
Capt. Brett Petty	Helena Police Department	HPD representative

Community Members Invited to Participate

Members will be expected to read ahead all documentation necessary to come to meetings prepared to provide their insight. Members must participate in ALL meetings and be prepared to speak from their area of expertise to content sent in preparation for the discussion. All meetings will be recorded and made available online.

- City of Helena, City Attorney
- 2 High School Students—will convene student panels so they represent student input
- 2 School District Employees (one admin one teacher)
- 2 School Mental Health Service Reps (1 Intermountain/1 Shodair)
- Previous BIPOC SRO
- 2 Racial and social justice advocates (Rachel Rivas)
- Court Services (juvenile probation)
- 2 parents (preferred BIPOC)
- 1-member mobile CRT

Meeting 1

Two Hours

Expectation of Participants: Each member must arrive having read the 2013 Memorandum of Understanding with the Helena School District establishing the SROs in schools.

Outcome: Ensure participants understand that the outcome is recommended edits to the memorandum of understanding that will result in relationship building between students and the Police Department.

- Public Comment
- Police Chief reviews the purpose of this Committee and what he needs this team to provide to him for recommendation to the Commission.
- Facilitator establishes definition of consensus with group
- Round Robin: Each member introduces themselves to the Group, their area of expertise, and what they bring to the conversation.
- Presentation by the Police Department and School District on purpose of SROs. Include a review of the current memorandum of understanding and actual SRO activity in the schools. Note also what happens to the SROs over the summer.
- Group agrees to arrive at next meeting with improvements to the memorandum of understanding that take into consideration their concerns and result in the outcomes the School District and Police Department believe are important.
- Public Comment

Meeting 2

Two Hours

Expectation of Participants: Each member must arrive having ready with their revisions to the 2013 Memorandum of Understanding with the Helena School District establishing the SROs in schools.

Outcome: Ideas on how to improve the memorandum of understanding to reflect stakeholder needs.

- Public Comment
- Round Robin: Each member reviews revisions they made to the memorandum of understanding and why those revisions are suggested.
- Group arrives at consensus on “themes” from presentations on revisions that MUST be incorporated into the memorandum of understanding.
- Group agrees to review the balance of recommended revisions that MAY be implemented and be prepared to discuss which they believe are the most important for incorporation into the memorandum of understanding.



- Public Comment

Meeting 3

Two Hours

- Anticipated continuation meeting from meeting 2

Meeting 4

Two Hours

Expectation of Participants: Each member must arrive having ready with their potential edits which MAY be implemented.

Outcome: Ideas on how to incorporate important elements that MAY improve the memorandum of understanding.

- Public Comment
- Round Robin: Each member reviews revisions they made which MAY be added to the memorandum and why the revision is important.
- Group arrives at consensus on revisions that MAY be added that improvement the memorandum of understanding.
- Group arrives at consensus on whether the remaining revisions are “NICE TO HAVE” items which should/should not be recommended for consideration.
- Public Comment

Meeting 5

Two Hours

- Anticipated continuation meeting from meeting 4
- Closing comments from the Police Chief, Mayor Collins, Commissioner Dean
- Dissolve Working Group

