TO: COUNCIL  
DATE: ________________, 2021

DEVELOPED AND REVIEWED BY:
CRB Subcommittee (Gyamfi Gyamerah, Louise Smith, Bomani Moyenda, Michael Slaughter, Philip Lawson, Cyprian Sajabi, Angela ___with drafting assistance from Laura Curliss); 365 GROUP (John Gudgel, Kevin McGruder, Joan Chappelle, Donna Silverth, Louise Smith, Florence Randolph, Angela Allen, ETC); Justice System Coordinating Committee (Brian Housh, convenor; Kevin Stokes, Lisa Kreeger, Laura Curliss, Kelly Ann Tracy, Florence Randolph,

We respectfully request that the Council consider and approve the following Proposal to create a Citizen Review Board for processing complaints involving the police received by the CRB.

TIMELINE – Creation, adoption and implementation

12.1.21 to 4.14.21 – Initial drafts worked on by the subcommittee of YSSUJ/365 participants (Gyamfi Gyamerah, Louise Smith, Michael Slaughter, Bomani Moyenda, Cyprian Sajabi, Philip Lawson) (“Subcommittee”) worked on an initial draft of the Proposal.

4.14.21 - the 365 Group reviewed a draft of the Proposal. No comments received.

4.20.21 and 4.28.21 – Subcommittee continued work and refinement.

4.30.21 - Sent Final Draft (V___) to the 365 Group for review on 5.10.21.

5.10.21 -- the 365 Group reviewed the final draft of the Proposal for a CRB. Comments in Exhibit F.

5.12.21 -- Subcommittee review of 5.10.21 365 Comments and incorporate for Final Draft (V ___) to be sent to the JSCC.

PUT IT IN FRONT OF OTHER GROUPS: E.g., H.U.M.A.N., McKEE, GCCC, Courageous Conversations, YSSUJ, get comments. Comments in Exhibit F.

6. _____.21 – Subcommittee review again.

6. _____.21 -- The JSCC meets and reviews - Final Draft (V__). Comments in Exhibit F.

6. _____.21 – Final Draft (V__) sent to Council for review and adoption. Form TBD.
6.____7.____ – Council Meeting where Final Draft (V__) was presented to Council (Lisa Kreeger and Laura Curliss, legislative sponsors). Result: ________. If passed, then.

6.____21 Clerk of Council solicits names for appointment from the groups identified as having appointments. Subcommittee will call the first meeting

7.____21 FIRST MEETING. CRB Proposal passed by Council reviewed. Chair nominated by the members.

8.____21 CRB solicits proposals for Legal Counsel/Clerk to CRB identified and contract entered.

9.____21 Training lined up, held for CRB members.

10.____21 Budget submitted to the Village Manager for 2022.


1.1.22 First complaints received by Clerk of CRB for Initial Review processing. Chair, Legal Counsel and one member of CRB meet to sort the Complaints in timely manner, sending Quality of Service complaints immediately to the Chief, investigating probable Misconduct complaints.

2.1.22 Misconduct complaints, if any, investigated, ongoing. Repeat monthly review and processing, reports to CRB and then Community, submitted to Council by first meeting of month.

**** QUOTES ****

- **Barack Obama:** “True justice requires that we come to terms with the fact that Black Americans are treated differently, every day. ... And it requires us to do the sometimes thankless, often difficult, but always necessary work of making the America we know more like the America we believe in.” – NYT, April 21, 2021, after verdict in Floyd case

- **Opal Tometi – Nigerian-American human rights leader. She registered the domain “Blacklivesmatter.com” One of three founders of the BLM movement.** – “The police budget, like all budgets, are moral documents and dictate how we manage and govern. The re-allocation of taxpayer dollars to implement solutions the reduce the hyper-policing of our neighborhoods, other reforms. We have endured outright violence at the hands of police for generations and this to me is paramount. Resources that are allocated to communities should be used in a way that respects the people they are supposed to serve.” – Interview with Washington Post, Nov. 18, 2020
A CITIZEN REVIEW BOARD FOR YELLOW SPRINGS, OHIO

A. Rationale:

The Village of Yellow Springs has attempted to form a CRB a few times in the past, usually in response to community sentiment over an incident of concern or misconduct. The 2017-18 CRB effort occurred after the Dec. 31, 2016 New Year’s Eve police-initiated break up of a peaceful Village celebration at 12:08 a.m. at the intersection of Short St. and Xenia Avenue. A description of past, unsuccessful efforts to form a CRB is included as Exhibit A.

After the May 25, 2020 police-involved murder of George Floyd\(^1\) in Minneapolis, MN, 20 weeks of anti-police discrimination/white supremacy protests (“Black Lives Matter protests”) were conducted in Yellow Springs, Ohio, by concerned citizens, with leadership from Black Lives Matter (“BLM”) and YS Speaking Up For Justice (“YSUU”). These same groups (and later including the 365 Project (“365”)), formed to work on a proposal for a Citizens Review Board (CRB). A Citizen Review Board to review complaints made against the YSPD was one of the demonstrators’ demands (see the demands document attached as Exhibit B). The demands document was sent to Village Council in the 8.17.20 Council Packet (though no presentation was made to Council at that time).

Citizen Review Boards are commonly used around the country to ensure a fair and timely process in the facilitation of complaints from citizens about allegations of police misconduct. By providing a means for citizens to complain to a body other than the police, a CRB provides a safe space for citizen complainants to feel protected from reprisals, bias or lack of transparency. A CRB would allow for a confidential, fair and thorough review of alleged police misconduct from outside of the Police Department, a crucial asset in providing citizens with an avenue for impacting the culture and operations of the department. A CRB is a demonstration of an empowered community that prioritizes transparency and fairness. It is an integral component of building citizens’ trust in the local justice system, and of developing a police department that is truly works for the community.

In addition to processing complaints, Citizen Review Board could provide additional input to the Chief in a timely manner for the officers’ annual performance reviews.

Because of the systemic nature of discrimination based upon skin color and its pervasiveness at all levels of the justice system, the CRB’s scope of work includes, as time and energy allow, making policy and legislative reform recommendations to the public and to local, county, state and federal government officials. This broader reform work would include resolutions of support, letters requesting reform measures or supporting positive reform efforts by others, identifying and reporting on needed changes, and similar efforts.

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\(^1\) Minneapolis Police Officer Derek Chauvin was convicted on April 20, 2021 of the murder of George Floyd. He awaits sentencing, up to 40 years on the most serious charge, 2nd degree Murder.
B. Constitution of the CRB:

The composition of the CRB should be large with appointments coming from various groups in the community. This Committee recommends that the CRB have at nine (9) seats. The large size disperses responsibility for making difficult decisions over a large group of people and a larger group reflects community diversity.

Members of the CRB will serve a ____-year term and will rotate as chair of the committee for one year at a time. The Chair will be chosen by the CRB members at its first meeting of the year and annually thereafter. This will be a stipend position due to work and responsibility.

A 9 person CRB makes it possible to achieve a quorum even in the event of conflict of interests with the complainant, the officer involved, illness or lack of availability of the principal members.

This Committee recommends the following composition and methodology for nominating CRB members:

Village Council – One appointment – person familiar with government
365 Group – ____ appointments
YSSUJ – ____ appointments (one youth, preferred)
H.U.M.A.N. - ____ appointments
First Step Initiative - ____ appointments
CRB Chair nominates and CRB body appoints
  One seat from professional mental health community
  One seat from the education/higher ed community

C. CRB members are obligated as follows:

1. Training. They must receive appropriate training for the duties of the CRB, including knowledge of legal and ethical issues, confidentiality, police protocols and citizens’ rights, including civil rights.

2. Duties. They must be available as needed to review investigative reports, attend meetings, conduct hearings (if needed), issue findings after investigation and deliver a recommendation in a thorough and timely manner.

3. Confidentiality. CRB members and personnel must keep all aspects of their work confidential until such time as a recommendation is made. The names of the complainant and officer(s) involved will remain anonymous in the initial investigative report unless the name(s) is already public information.
D. **Operation** (see Exhibit C - Description of Process and Exhibit D - Flow chart):

1. **Responsibilities of Chair.** The Chair coordinates and facilitates the initial review and sorting of incoming complaints, investigation of misconduct complaints, presentation to the CRB for review and recommendation, calls for and advertises any public hearings\(^2\) to be held on a complaint, is the liaison with the CRB clerk and CRB legal counsel, and works with village leaders to release appropriate information to the involved parties and the public. The Chair will also create the agenda and be a liaison to other government entities.

2. **CRB Personnel and Budget**
   
   a) **PERSONNEL FOR THE CRB** – Two (2) paid personnel to assist CRB with its duties
      1. Legal Counsel – not the same person as the Village Solicitor, works for CRB
      2. Clerk (PT) – to communicate with all parties, keep records, do initial intake, distribute reports back to community/complaining witness.

   b) **BUDGET** – In September each year, the CRB will submit to the Village Manager a proposed budget for the following year.

   c) **INITIAL BUDGET - $42,400**
      a. Clerk $25/hour, est. 10 hrs/mo. = $3,000/yr – Part-time (could be clerical personnel of legal counsel);
      b. Legal Counsel ($200/hour, est. 10 hours/mo. = $24,000/yr) – Hourly; Independent contractor
      c. Office ($200/mo or $2400/yr) – Pay extra to Legal Counsel for use of office space/conference room and storage of records until public, then non-confidential records transferred to Village Clerk for storage per records retention schedule.
      d. Miscellaneous/postage/supplies - $600/yr.
      e. Stipend for CRB Chair - $6000/yr *(same as VMP)*
      f. Webpage development on VYS Website/ Advertising CRB, Complaint Form, Brochure, Design Services – Start up - $4400, then less in succeeding years.

**Exhibit E** sets out examples of the types of complaints (Quality of Service and Misconduct) that might come to the CRB and how the CRB would handle these using this procedure.

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\(^2\) CRB held public hearings could be in lieu of or in addition to any public hearings that Council desires to conduct. The purposes of the hearings could be different and also the degree of public participation. CRB hearings would not necessarily be open for public comments but could be more narrowly focused, on presenting and hearing an expert report on a subject, for example, with or without public comments and questions.
3 Implementation at the Staff level.

a. Employment contracts and Employee Handbook/General Orders – police employment contracts would include a clause that a term of their employment is that they are subject to CRB review of any complaints involving them. For complaints classified as possible/probable Misconduct after Initial Review, due process protections should also be in place for the investigative phase. The Employee Handbook and police general orders would also be consistent with the adoption of a CRB and its procedure.

b. Mediation and Restorative Justice incentive – employment contracts could contain an incentive clause for participating in mediation/restorative justice for complaints classified as “Reconciliation Needed Complaint” or similar designation after Initial Review. The incentive could be that no charge or discipline would appear on an employee’s record for participation in mediation/restorative justice session(s) through CRB. This could have been one possible avenue to community-oriented justice after the 2016 New Year’s Eve Incident.

c. Complete cooperation with any investigation not involving 5th Amendment rights would, of course, be expected as it is now of all employees.

EXHIBIT F – this is a summary of the comments taken on the 5.2.21 draft which was sent to the 365 Group for review on 5.10.21. We have tried to include as many of the public comments since that time.

END OF PROPOSAL
EXHIBIT A

Historical Efforts to Create a CRB in the Village of Yellow Springs, OH
Proposal: Citizen Advisory Board

Introduction: The Council established a 2018 Goal to establish a model Village Justice System that supports a just, safe and welcoming community across race, age, economic status, sexual orientation, gender identity, ethnicity, ability and religion. Also in 2018 the development of a Community Advisory Board surfaced as a priority for citizens and the Justice System Task Force. Citizen Advisory Boards are unique to communities of our size. However, this should not prevent our Council from taking steps to establish processes that promote citizen input. With that in mind, I propose action to quickly establishing a Citizen Advisory Board.

Proposed purposes are to:

- Surface insights into community concerns about local policing that may be missed or silenced because of individual concerns about direct communication with the YSPD,
- Provide a neutral confidential and discrete process to intake and provide feedback to individuals from the Yellow Springs community about experiences with the YSPD,
- Aggregate data about community concerns that lead to recommendations to the YS Village Council, Village Manager, Chief of Police (e.g. process, training, community outreach) and that support our understanding of community policing expectations and norms,
- Continuously improve the degree of trust between the community, Village Government, and the YSPD.

Proposed stakeholders:

- Community members
- Village Mediation Program
- HRC
- Village Council
- Village Manager
- Chief Carlson

Proposed process

- Refer to flow diagram (p. 2)

Next Steps

- Conduct conversations with VMP members to understand feasibility, strengths, weaknesses, opportunities, challenges
- Welcome citizen comment
- Return to Council Oct 15 with an update
- Explore resources available from the National Organization for Civilian Oversight of Law Enforcement (NACOLE)
  https://d3n8a8pro7vhmx.cloudfront.net/nacole/pages/61/attachments/original/1454352549/Core-Competencies-for-Civilian-Oversight-Practitioners-20131114.pdf?1454352545

Request of Council

- Approve additional exploration of concept

Submitted to Council by LKreeger  September 17, 2018
Proposed high level initial process

- Concern with an experience or interaction with the YSPD
- HRC takes the lead to define scope / communication plan with greater clarity

- Experts at listening
- High degree of comfort with highly confidential issues
- Reverts identifiers if desired by community member
- Intake form and process would be needed

- Complaint investigation by the Chief – not delegated during early stages of process roll out
- Provides feedback to the VMP designate
- Need to determine turnaround time
- Feedback loop to Sergeants / Officers to promote continuous evolution of community policing standards

- Resolved No?
- Resolved Yes?
- Closed

- Receives redacted summary for trend analysis and advisory recommendations

Submitted to Council by L.Kreger September 17, 2018
EXHIBIT B

7.17.20 DEMANDS LETTER FROM DEMONSTRATORS
To the Village Council and the YSPD,

We, as local demonstrators, have become increasingly concerned about the issues of systemic racism across the United States. To bring awareness to this issue, after George Floyd was murdered, we decided to hold weekly rallies that have also been followed by Black Lives Matter protests. Although our village has not necessarily seen brutality rates comparable to some neighboring, larger, areas, the problem of systemic racism is bigger than our village and our goal is to keep people educated on what it is like to be Black in America while also spreading awareness by marching down the state route to maximize the number of people that see our message.

Yellow Springs prides itself on being an accepting community for all, but unfortunately, the support from some members of the community has not remained. On top of this, racism was recently deemed a public health crisis in Yellow Springs, but this announcement has not been followed with action.

Specifically, we are concerned about the call the chief made to the self-proclaimed KKK member about the parade being canceled, as mentioned in the July 2 edition of the YS News story “Parade canceled after KKK threat” which is backed by an audio recording. In this recording, that is public record, the chief ‘thanks’ that alleged KKK member for his expressed support. The response to the threat made by the KKK is extremely concerning as the Chief is in charge of an entire police force. This is an absolute dismissal of the declaration of racism as a public health crisis. This also raises concerns about the village council, who may be aware of the chief’s recent interactions with both the BLM protesters and the supposed KKK member.

With this, we as demonstrators, have a list of demands for the village of Yellow Springs to ensure the safety of Black and Brown people. Below you will find the list that we wish to see through:

1. Admit that an error in judgment has taken place in the past few weeks
   a. This, most importantly, needs to include an analysis of Yellow Springs Police Department, specifically an analysis of the recent phone calls that chief Carlson has made with an alleged KKK member.
   b. Address the lack of urgency against threats made from a member of a terrorist organization against members of the community.
   c. This also includes the council undermining everything they have announced publicly by reaching out to other village members in an attempt to silence the organizers.

2. Put substance behind the announcement of racism being a public health crisis. Steps need to be taken immediately to show a plan of action.
   a. Be in attendance for rallies and/or protests, showing support that is not negated by complaints of the inconveniences protests have on the town.
   b. Reallocating funds and resources to address this public health crisis.
   c. Publicly expressing what you have done to make change in hopes that this will cause a ripple effect and inspire other people in the community to stand up for justice.
3. Hold officers, council members, all elected officials, and teachers accountable for their actions and ensure they are consistently checking for the bias they may hold.
   a. Ongoing or regular Implicit bias training should be given to all people who hold positions of power in this community.
   b. Actively work to ensure that implicit biases are questioned and countered in every decision, legislation, and educational curriculum made for the village in the future.

We ask that you provide both a public and private report in the next 48 hours.

Sincerely,

The Demonstrators
EXHIBIT C

PROCEDURE FOR PROCESSING COMPLAINTS

A. CONFIDENTIAL INTAKE OF CITIZEN COMPLAINTS - All complaints are reviewed and sorted by three people – Chair of the CRB, one other CRB member and the CRB legal counsel.

1. Categories
   a. Quality of Service Complaints – directed to Chief for handling
   b. Misconduct Complaints – Taken by CRB Legal Counsel for Investigation
      1) Not actionable – no violations of policy/procedure/protocol or law alleged.
      2) Criminal act alleged – e.g., use of force in violation of policy and law
      3) Non-criminal alleged violation (policy, procedure, protocol)

A. MISCONDUCT COMPLAINTS

1. Investigated by CRB Legal Counsel (Confidential). Complaints that are criminal in nature could be pursued by the County Prosecutor in the exercise of his/her jurisdiction. However, if not taken initially, referral for action is still possible.

2. Confidential Investigative Report – presented to entire CRB. Legal Counsel may make a recommendation to CRB such as
   (a) no probable cause of a violation;
   (b) probable cause of a violation;
   (c) insufficient information to make a determination;
   (d) no action recommended for other reasons (e.g., prosecutor is taking the case; victims wish to withdraw).

3. CRB reviews and makes a decision
   a. Misconduct that may be criminal in nature (assuming Prosecutor did not already take the case) – Legal Counsel may recommend that the CRB refer it

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4 Ideally, allegations of criminal misconduct by police officers would be investigated by an outside agency and the investigation overseen by the County Prosecutor. They system breaks down, however, where the Prosecutor’s do not seek to “do justice” but to represent the police and use their power to protect the police.

5 An MOU with the County Prosecutor should be worked out so that complaints involving a YSPD officer that are potentially criminal in nature may be taken over immediately by the Prosecutor. For political reasons, however, or for lower levels of misconduct, a CRB report & recommendation may have to be formally submitted to the County Prosecutor for action. The Prosecutor may decide to ignore the report and recommendation. Inaction by the County Prosecutor in the face of a referral by the CRB for criminal prosecution becomes a political matter, but one that will get more attention from the people and press.
to the County Prosecutor. This referral may or may not result in action from
the Prosecutor. If not, it becomes a political matter.
Alternatively, if the violation is at the misdemeanor level, the CRB could file a
complaint directly with the Mayor’s Court, with CRB Legal Counsel having the
power to prosecute misdemeanor criminal matters in Mayor’s Court.

b. Misconduct that is a violation of policy but not criminal in nature – CRB may
refer it to the Chief for handling (with or without a recommendation for
discipline) or make a recommendation for discipline to the Village Manager.
The recommendation could be verbal warning, written warning, suspension
for certain amount of days (paid or unpaid), up to and including termination,
depending on the type of violation.

c. Misconduct that violates policy but which is amenable to mediation,
between the complaining witnesses/victims of the police misconduct and the
officer alleged to have violated policy. CRB may recommend Village
Mediation as the preferred resolution if at all possible, though this may well
be controlled by the third party/victim.

B. REPORTS
In all cases there will be a report back to the complaining witness and, in the
case of misconduct, to the community as well as the complaining witness(es).

C. OTHER JUSTICE SYSTEM EFFORTS – As time allows,

END OF PROCEDURE FOR CRB TO HANDLE COMPLAINTS AGAINST THE YSPD
EXHIBIT D – FLOW CHART OF PROCESS
Process

1. Quality of Service Complaints
2. Misconduct Complaints
   → CRB Chair (Member, Clerk, Legal)
   → Complaints Sorted, Confidential
   → Chief
   → Report back to citizen

   GS
   → CRB
   → LEGAL Investigation
   → Review & Recommendation
   → Non-Crim
   → Chief/WM
   → Criminal
   → Prosecutor’s Office

   LEGAL
   → Discipline
   - Verbal
   - Written
   - Suspension
   - Term

   Mediation/Restorative Justice

   Report back to Community or Complainant

May 2021
EXAMPLES OF HOW VARIOUS COMPLAINTS COULD WORK THEIR WAY THROUGH THE SYSTEM

FIRST MONTH’S COMPLAINTS – Five (5) came in.

Chair, a member, and legal counsel meet to sort the complaints into Quality of Service (QS) and Misconduct (M). Referrals to Chief can be with or without recommendations:

1. LATENESS OR BRUSKNES (QS) – Officer did not respond to the call fast enough. No allegation of harm as a result, just could have gotten there faster. Officer was “brusk” (short, curt, rude?) with me, ordered me to do things. Very fact specific, might be a quality of service complaint if no profiling at issue (Style is brusk with everyone) (could you be nicer? Politely ask for cooperation?). No violations of policy or procedure involved. Refer to Chief.

2. DOING WORK ON PUBLIC TIME THAT IS NORMALLY PRIVATE (absent emergency) (QS) - Police officer is shoveling snow on private driveways, non-emergency situation. Refer to Chief with comments (is this an occasional thing? How much time? What was the situation?) Obviously, there are private services for this job, not a police task.

3. OFFICER FOLLOWING CARS AT NIGHT (QS) – Some questions/investigation is needed. In this case, no traffic violations, just one officer who tends to follow cars that “look suspicious” around. Is this a pattern? Were there “reasonable suspicion” reasons for following the car at night? Was there a stop? (no stop, nothing happened). Who was in the car (youth, BIPOC)? If it’s a pattern that seems to happen with youth or BIPOC or some other group, but no stops, this could be a quality of service complaint or a pattern (e.g., always youth or always BIPOC). If stops, intimidation, a pattern are found, this could be a profiling situation, pretext stops happening, etc. Refer to Chief with a recommendation for a Restorative Justice approach conducted by/with Village mediation, have the youth who are followed meet with the officer to talk about how this affects them, what they would prefer, hear the officer’s viewpoint. If there is a pattern involving only BIPOC’s, then further action may be needed, might be misconduct, but much more proof is needed to show this kind of pattern. Investigation and presentation to CRB at its next meeting. CRB could refer to Chief with a message, like “it is inconsistent with the Policing Guidelines # and # for officers to follow BIPOC’s driving vehicles. Recommend training and policy review in order to end to this practice.”

4. OFFICERS DID SOMETHING TO CAUSE COMMUNITY-WIDE OR SEVERAL COMPLAINTS - Officers showed up at a BLM protest in riot gear – 25 citizen complaints filed about this “heavy-handed, intimidating and unnecessary police presence.” Investigation
warranted. Was the police presence (numbers, manner, actions) consistent with policy and procedure? Inconsistent or a violation? Who ordered this show of force? Why? What are the alleged harms? CRB to Investigate, maybe hold a hearing(s), issue a Report and Recommendation to Council/VM/Chief. If a public hearing(s) is held, ideas or comments taken as to community’s view of police conduct, its impact, changes needed. How do we prevent the “harm” to the community in future? What about restorative justice (police acknowledging harm and making real changes). Does policy or procedure need to change? Maybe a public hearing is needed and officers required to attend and listen to the community? Statement on first amendment rights? Expert report or testimony on First Amendment in public? If CRB finds probable cause that Misconduct occurred based on violation of local policy/procedure/policing guidelines, then CRB makes a recommendation to COUNCIL/VM for disciplinary process per Village employee handbook. If VM or Chief ordered it or permitted it to occur, then CRB may recommend action to Council.

5. USE OF FORCE RESULTING IN INJURY OR DEATH – Police involved shooting. Probable cause of violation of policy, procedure and/or law. The CRB would have received training and would have a thorough understanding of how this is normally handled under the Village’s current Use of Force policy and follow-up procedures (e.g., referral to outside agency for investigation?). If the Community is “ok” with the policy and procedures, and assuming they are followed, there MAY be nothing for the CRB to do. However, if the government/police fail to take appropriate action initially, the CRB may have to open its own investigation and follow the MOU with the prosecutor for making a referral for criminal action, or making recommendations to Council/VM for action needed from the Chief and the officers.

REPORTING TO COUNCIL/COMMUNITY - CRB Chair to submit a report monthly on complaints processed, referrals made (with or without recommendations), any ongoing investigations with only summary information, and then report any CRB recommendations after investigation on any Misconduct.
Cyprian Sajabi - comments 4.29.21 –
As a Bahá’í, unity and diversity is important. One tool is consultation. Working together, we build unity and community. He agrees with the spirit of it (the proposal), honored to be part of this group. Wants a collaborative spirit. Police force was and is a tool for enforcing slavery and injustice, maintaining the system. A product of our civilization. We live in an adversarial society and they are doing what “we” want them to do, which maintains the privilege of the upper classes over the lower classes. We are living in a time when we can repurpose and redefine. A lot of what we find broken and toxic can be healed and repurposed. Can we in our Village have a model where the police force and citizen relationship can be re-defined? Consultation and unity can produce things we cannot even imagine. They are doing what they think is good and right and we are, too. Maintaining connection, trust is important.