



Vermont Partnership

FOR FAIRNESS AND DIVERSITY

Scope of Work Town of Bennington

Vermont Partnership for Fairness & Diversity submits this Proposed Scope of Work for the Town of Bennington including budget and illustrative timeline at the request of the Town Select Board. The Select Board approved the request at its meeting on 25 May 2020.

1.0 Background

In September 2019 the Bennington Select Board secured through a competitive bid process the services of the International Association of Chiefs of Police (IACP) and its partner, the Lawyers' Committee for Civil rights Under Law. The Town of Bennington charged the IACP to:

1. Conduct an assessment of the Bennington Police Department
 - a. Compare and contrast department operational policies and practices against best practices (cite and justify the source of best practices utilized)
 - b. Determine to what extent, if any, systemic racial bias manifests itself in department policies and practices
 - c. Recommend changes to department policies and practices to mitigate the effects of systemic racial bias, if any.
2. Develop an action plan to measure managerial accountability (indicators and goals)
 - a. Identify systemic and process areas for sustainable and measurable improvement, eg: increase recruitment and retention of diverse qualified candidates, fair and impartial policing, community engagement, increase in positive feedback from residents of color and other marginalized residents, clear and consistent implementation of policies.

In April 2020 the IACP transmitted to the town its report "Assessment of the Bennington Police Department Policy and Procedures." The report delineated findings, four major themes, twenty-five recommendations and a suggested action plan. The major themes were

- The Policing Environment
- Community-Police Relationships
- Trust, Legitimacy, and Procedural Justice
- Policy

2.0 Objective/Purpose of the Scope of Work

The purpose of this Scope of Work is to assist the Town of Bennington implement the IACP recommendation related to the key themes of Community-Police Relationships and Trust, Legitimacy, and Procedural Justice.

3.0 Deliverables

Vermont Partnership for Fairness & Diversity proposes to complete the following activities in support of the implementation of the IACP recommendations:

1. Facilitate professional development and coaching for the Select Board, Town Manager, Assistant Town Manager, Community Development Director, Chief of Police, and a Police Lieutenant in the areas of values clarification, core operational values, resistance to change theory, equitable business practices, mitigating the negative effects of bias, and the practice of cultural humility. Professional development will include on a pre-workshop participant survey.
2. Reimagine the suggested IACP action plan to provide for greater community involvement, delineating sequential actions and actions which can be implemented in a parallel fashion, and suggested timeline.
3. Create joint Town and community-driven vision and mission statements for the Bennington Police Department.
4. Structure a process and tools for a small team of three community members to research types of:
 - a. Civilian review boards or commissions to complement law enforcement oversight. This research shall be completed before substantive discussions on what form civilian oversight might take in the Town. Vermont Partnership will draft job description and facilitate the development of an evaluation matrix with the community team. Community team members will be compensated..
 - b. Community policing practices in rural communities. This research shall be integrated into ongoing discussions on the type of community policing that the Town might adopt. Vermont Partnership will draft job description and facilitate the development of an evaluation matrix with the community team. Community team members will be compensated.

4.0 Illustrative Timetable

We anticipate completion of the Scope of Work within six months. However, at this juncture we are hard pressed to predict how the ongoing COVID-19 and State of Emergency will effect the proposed timetable. While Vermont has fared much better than neighboring states we envision inperson workshops with an abundance of care and attention to Vermont Department of Health and Centers for Disease Control guidelines. Where appropriate the consultant team will make judicious use communications technology (e.g. Skype, Zoom).

Activity	
• Conduct workshop for Select Board/Town Manager	Two one half day sessions completed within one month of contract signing
• Reimagine the IACP action plan	Within one week after conclusion of workshop for Select Board/ Town Manager

<ul style="list-style-type: none"> Facilitate creation of Bennington Police Department vision and mission statements 	Within 45 days after workshop for Select Board/ Town Manager
<ul style="list-style-type: none"> Develop community research job descriptions 	Completed within two weeks of contract signing
<ul style="list-style-type: none"> Assist identify community research team 	Begin search directly after job description approved
<ul style="list-style-type: none"> Conduct workshop for community research teams to develop evaluation matrices 	Within three weeks of team formations
<ul style="list-style-type: none"> Monitor community research 	Research should be completed within sixty days after evaluation matrix development
<ul style="list-style-type: none"> Facilitate discussions on citizen-driven law enforcement oversight options 	Upon completion of work by the oversight research team
<ul style="list-style-type: none"> Facilitate discussions on community policing strategies 	Upon completion of work by the community policing research team

5.0 Costs

<i>Structured Workshops</i>	
<ul style="list-style-type: none"> Select Board/Town Manager (two half days) 	\$5,000
<ul style="list-style-type: none"> BPD-Community Vision/Mission (half day) 	\$2,500
<ul style="list-style-type: none"> Community Research Teams Matrices Development (half day) 	\$2,500
<i>Consultations</i>	
<ul style="list-style-type: none"> Facilitation, Monitoring, Coaching (max. 60 hrs @ \$195/hr) 	\$11,700
Total	\$21,700

Cost figures include all consultant mileage, hotel, and other travel expenses. Town of Bennington is responsible for healthy snacks and refreshments for Structured Workshops.

6.0 Consultant Team Bios

Curtiss Reed, Jr., L.H.D Since 2001 Reed has been executive director of Vermont Partnership for Fairness & Diversity, a relationship-oriented training and consulting service. Reed, who will serve as team leader, has a long track record providing expert training and coaching to Vermont leaders in the areas of organizational and policy development, recruitment, marketing, and the management of critical incidents involving diversity, inclusion and equity. His work has transformed state law enforcement and municipal governments.

Reed has been the driving force behind three statewide initiatives. His [Vermont Vision for a Multicultural Future](#) is a forty year initiative to make Vermont a national model for inclusive and equitable practices. The Vermont Vision initiative, now in its sixteenth year, convenes an annual educational forum for executive and legislative leadership. In 2013 Reed launched the [Vermont African American Heritage Trail](#) to boost cultural tourism to the Green Mountains and to teach students about Vermont's black history. [I Am A Vermonter](#), a unique resource for individuals of color relocating to Vermont, was also launched in 2013.

Prior to work with Vermont Partnership (then known as ALANA Community Organization) he spent over a quarter century, eighteen years of which in Africa (Tunisia, Niger, Guinea Bissau, Burundi, and Mali), providing organizational development and cooperative management expertise to a wide variety of businesses, government agencies, non-governmental organizations and community-led organizations. During his tenure overseas Reed designed and delivered cooperative business management train-the-trainer training in French and Portuguese.

Stateside, Reed designed and delivered intercultural education training for international high school students and United States host families for the Experiment in International Living. The central element of these trainings was an examination of personal social identities and how those identities influence perception, bias, and decision making.

Reed successfully completed service as a Peace Corps Volunteer in Tunisia, North Africa (1983-1986). The United States Agency for International Development awarded Reed a Distinguished Unit Citation in 1994 for reconciliation efforts during the civil war in Burundi. He currently speaks fluent French and during his tenure overseas spoke fluent Tunisian Arabic and Portuguese.

Reed currently serves as the chair of the Vermont State Advisory Committee to the United States Commission on Civil Rights on which he has been a member since 2004. Reed has been a faculty member of the Snelling Center for Government's Vermont Leadership Institute in the area of diversity, race and public engagement. In April 2010 the Vermont General Assembly in its Concurrent House Resolution H.C.R. 82 commended Reed for work to combat racism in Brattleboro.

Reed previously served on the New England Board of Higher Education Blue Ribbon Task Force on the participation of underrepresented minorities in Science, Technology, Engineering and Mathematics (STEM) (Boston MA, 2003-2005), and Steering Committee of the Brattleboro Community Restorative Justice Center (Brattleboro, 2003-2005). He is a founding member of the Vermont State Police Fair and Impartial Policing Commission (2008-), the Community Equity Collaborative of Southeast Vermont (Brattleboro, 2008-), and Vermont Independent Media, publisher of the award winning Commons newspaper (Brattleboro, 2004 - 2012).

In 2018 Reed founded CRJ Consulting Group, L3C and acquired the business-to-business trademarks and clients he developed for the ALANA Community Organization over his seventeen year tenure as ALANA's executive director. As part of its social mission, the consulting group is a major sponsor of ALANA's Vermont African American Heritage Trail initiative and civic engagement programs.

Reed received a B.A in Sociology from Washington University in St. Louis and completed a year of graduate coursework at the *Université d'Aix-Marseille III*, Aix-en-Provence (France). He was a Fellow with the Coro Foundation Training Institute in Public Affairs (1978-1979) and recipient of a Center for Whole Communities Fellowship (2010-2011). The School for International Training Graduate Institute conferred upon Reed an honorary Doctorate of Humane Letters for his work strengthening Vermont as an inclusive and equitable destination for all.

Mary Gannon, Ed.D. Dr. Mary M. Gannon has extensive expertise as a trainer, consultant and facilitator in the fields of anti-racism, social justice education, and multicultural organizational development in a variety of contexts. Over the past twenty-five years, she has designed and implemented effective curricula for trainings, classrooms and organizational interventions to support participants' deeper understanding of the impact of a changing demographic and the skills needed to work within diverse populations. She is highly skilled in facilitation and training with racially, culturally and otherwise diverse domestic and international populations. She focuses on designing and managing group processes that engage participants in individual self-awareness with the goal of supporting personal and professional growth.

Dr. Gannon assists her clients in creating sustainable strategies that result in just and equitable organizational and educational climates and support the development of collaborative relationships across differences. She has engaged with state and municipal government agencies; business and civic organizations; supervisory unions and professional associations; state, county and local law enforcement agencies; and nonprofits and faith communities. These local and state partners are working to change institutional policies and practices to respond more effectively to the impact of racism and other forms of oppression and support the shifting northern New England cultural landscape.

More recently, Dr. Gannon has been engaged with a range of organizations, schools and communities in Vermont and New Hampshire on topics of racism, white privilege and white supremacy in predominantly white and privileged communities. She has a strong interest in supporting the development of community coalitions across the state of Vermont where these issues can be addressed using sustainable strategies and the representation of all voices. Recently, she has worked with the Towns of Stowe and Hartford, supporting efforts to craft a strategy with community and municipal stakeholders to develop a community coalition. Dr. Gannon is deeply invested in the possibilities of local and state partners working collectively to develop institutional policies and practices that will respond more effectively to the impact of racism and other forms of white supremacy culture across the state.

Dr. Gannon holds a Masters degree in Multicultural Organizational Development and a Doctorate in Social Justice Education from the University of Massachusetts/Amherst. She holds Associate Adjunct Professor status at Smith College's School for Social Work and in the past at The School for International Training/Graduate Institute where she has been teaching courses on race and racism and institutional discrimination to social work clinicians and aspiring educators since 1996. She is a founding member of the Community Equity Collaborative in Brattleboro, VT, whose mission is to support the greater Brattleboro area as an open and welcoming epicenter celebrating diversity and free of prejudice and discrimination of all kinds.