

# MEMORANDUM



To: Selectboard  
From: Peter B. Elwell, Town Manager  
Re: Resolution Supporting Municipal Authority  
In a Commercial Cannabis System  
Date: November 25, 2019

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## **Recommended Motion**

To approve a resolution urging the Vermont State Legislature to provide sufficient municipal authority and funding in any commercial cannabis system.

## **Background Information**

The Vermont State Legislature has been considering legalizing cannabis for several years and has, in fact, legalized the personal cultivation and possession of small quantities. During the upcoming 2020 Legislative Session, it is expected that the Legislature will approve legalization of commercial cultivation, processing, distribution, and sale of cannabis in Vermont.

As this issue has been evolving over the past several years, the Vermont League of Cities and Towns (VLCT) has not taken a position favoring or opposing legalization, but has taken a strong position advocating for Vermont's municipalities to be empowered to exercise sufficient authority to control and address impacts in local communities and to collect the revenues needed to fund municipal regulation and enforcement activities. Such activities are expected to be especially burdensome for local law enforcement agencies but also will require the attention and action of local planning and zoning staffs and the land use related boards whom they serve. Other Town functions may be affected, as well. During preparations for its continuing municipal advocacy in the upcoming session, VLCT is asking all Vermont municipalities to adopt a resolution urging the State Legislature to provide sufficient municipal authority and funding in any commercial cannabis system that may be legalized by the State.

Attached is a resolution proposed for Selectboard approval to add Brattleboro's voice to this collaborative effort among municipalities all over Vermont. Also attached for additional background information on this matter is an email dated November 15, 2019, from Gwynn Zakov, Municipal Policy Advocate at VLCT, and an article authored by Ms. Zakov that appeared in the August 2019 edition of VLCT News, which is VLCT's monthly newsletter.

If the Selectboard approves the proposed resolution, Town staff will circulate copies of the signed resolution to VLCT, members of Brattleboro's legislative delegation, and others.

PBE:  
Attachments

**Town of Brattleboro, Vermont**  
**Resolution Supporting Municipal Authority in a Commercial Cannabis System**

Whereas, a regulated and taxed recreational cannabis marketplace will affect communities across Vermont;

Whereas, the 2019-2020 VLCT Municipal Policy calls for any legislation legalizing commercial cannabis to address the impacts on municipalities, school populations, first responders, municipal regulations, and budgets;

Whereas, states that currently have a commercial cannabis market have guaranteed municipal governments' local regulatory authority, taxation authority, and revenue sharing, and Vermont cities and towns need, at a minimum, those same guaranteed powers;

Whereas, all cannabis establishments that cultivate, process, manufacture or sell cannabis will be wholly located in our cities and towns, and voters in cities and towns must be granted the right to "opt-in" to hosting cannabis establishments within their community;

Whereas, all duly adopted ordinances and land use policies and regulations adopted by municipalities pursuant to 24 V.S.A. Chapter 117 and 24 V.S.A. § 2291 must be upheld in any commercial cannabis system;

Whereas, local cannabis control commissions must be given the same level of authority as local liquor control commissions; and

Whereas, cities and towns must be granted authority to assess licensing and permitting fees for cannabis establishments.

**Now, therefore, be it resolved by the Selectboard of the Town of Brattleboro** that if the State of Vermont legalizes a taxed and regulated cannabis market, then:

1. The Town of Brattleboro supports including in that legislation provisions that adequately address all aforementioned local considerations and concerns.
2. The Town of Brattleboro supports State collection and remittance of a local cannabis tax of five per cent (5%) in any community that hosts retail cannabis establishments.
3. The Town of Brattleboro calls upon the State of Vermont's administration and legislature to provide communities with adequate time and clarity in law for local officials and community members to discuss the local implications of such a market, and to update, clarify, and/or establish local regulations and policies, as needed.

**IN WITNESS WHEREOF**, the undersigned have executed this Resolution on this 3rd day of December, 2019.

\_\_\_\_\_  
Brandie Starr, Selectboard Chair

\_\_\_\_\_  
Tim Wessel, Selectboard Vice-Chair

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Elizabeth McLoughlin, Selectboard Clerk

\_\_\_\_\_  
Daniel Quipp, Selectboard Member

\_\_\_\_\_  
David Schoales, Selectboard Member

## Peter Elwell

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**From:** Gwynn Zakov <gzakov@vlct.org>  
**Sent:** Friday, November 15, 2019 2:38 PM  
**Cc:** Gwynn Zakov; Karen Horn  
**Subject:** VLCT Cannabis Resolution Relating to S.54

Dear Municipal Officials:

As many of you are aware, there is pending legislation before the state legislature that would establish a commercial cannabis marketplace in Vermont. S.54, an act relating to the regulation of cannabis, passed the Senate last year and is currently working its way through the relevant House committees. Legislative leadership has expressed a desire to take up S.54 very soon after returning to Montpelier in January.

Over the years, VLCT has followed and testified to the interests of Vermont municipalities as they relate to a regulated commercial market for recreational cannabis. After having learned from municipalities in states that have a taxed and regulated system in place, VLCT has advocated for all the necessary authority, autonomy, resources and taxing power at the local level.

VLCT has significant concerns with the current version of S.54 and potential amendments that will be considered when the legislature returns in January.

The resolution we are asking all cities, towns and villages to consider, support, and circulate to representatives and senators in your districts before the 2020 legislative session begins can be found [here](#). VLCT Advocacy would also appreciate a PDF copy of your signed resolutions of support.

If you have any questions regarding S.54 and its impacts on municipalities, please contact Gwynn Zakov at [gzakov@vlct.org](mailto:gzakov@vlct.org). We also recommend you read [this VLCT News article](#) that outline the details of the bill. We appreciate your commitment to informing your legislators of your municipality's needs. Thank you for your efforts and service to local government.



**Gwynn Zakov, Esq.**  
*Municipal Policy Advocate*  
Vermont League of Cities and Towns  
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802-229-9111 x 1945  
[vlct.org](http://vlct.org)

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# Recreational Marijuana – Closer than Ever

This year, the general assembly got closer than ever to passing legislation that would set up a taxed and regulated cannabis marketplace in Vermont. S.54, a bill that lays the groundwork to begin the process, was passed by the Senate and approved by the House Government Operations Committee. The bill is currently in the House Ways and Means Committee, and House leadership has indicated the bill will be taken up again when the legislature reconvenes in January. It is imperative that municipal officials contact legislators before then to clearly spell out what your municipality needs this important legislation to do.

The House Government Operations Committee made several changes to the Senate bill, and we anticipate that the House Ways and Means Committee will modify it even more. Several provisions in the bill that impact local governments are either identical or very similar to both the Senate version of S.54 and what the House Government Operations Committee voted out.

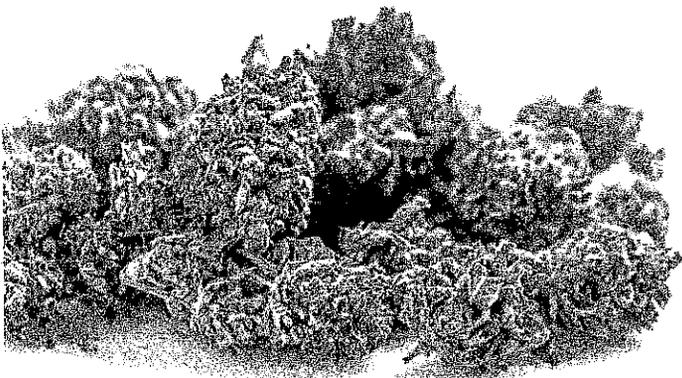
**Matters of Agreement.** Local governments will be allowed to create cannabis control commissions, which would administer licenses and permits for cannabis establishments. Cannabis control commissions are loosely modeled after local control commissions that administer licenses and permits for establishments that furnish alcohol in municipalities. Under Vermont's state alcohol laws, local control commissions may condition permits and licenses with any ordinance regulating entertainment or nuisances. In S.54, the cannabis control commissions may only condition local approvals with ordinances regulating signage, nuisances, and 24 V.S.A. § 4414. Twenty-four V.S.A. § 4414 outlines the permissible types of regulations that may be adopted such as zoning districts, conditional uses, parking, performance standards, renewable energy resources, affordable housing, and solar and wireless facilities and

plants. Under that law, there are very few provisions that are relevant to potential cannabis establishments, and it is unclear why this one provision of Title 24 Chapter 117 was singled out for conditioning cannabis establishment licenses, while more relevant provisions of local planning and zoning criteria were ignored. Municipalities must be given the authority to condition local approvals on compliance with *all* local zoning regulations – not just 24 V.S.A. §4414 – as well as all local ordinances duly adopted under 24 V.S.A. § 2291, and not just those regulating nuisances and signage.

S.54 also forbids municipalities from prohibiting “the operation of a cannabis establishment within the municipality through an ordinance adopted pursuant to 24 V.S.A. § 2291 or a bylaw adopted pursuant to 24 V.S.A. § 4414.” This provision is concerning and requires clarification. Is the intent to prevent municipal zoning bylaws and ordinances from banning marijuana establishments after a community votes to allow a marijuana establishment there? It is easy to interpret the language as saying all communities that opt in to hosting an establishment must also accommodate a marijuana establishment within existing zoning regulations, regardless of whether similar non-marijuana operations – such as laboratories, manufacturers, industrial facilities, or retail operations – are permitted. Clarification is needed to ensure marijuana establishments are treated the same as similarly situated uses, and not given priority or special accommodation within local land use regulations.

In addition to the matter of taxation, the use and assessment of fees is also addressed in the legislation. The bill does not explicitly state the exact fee amounts; rather, the Cannabis Control Board will determine the appropriate fees to access, with those fees deposited in the state's new Cannabis Regulation Fund. Municipalities have no representation on the Cannabis Control Board and there is no mandate that municipal fees be included or even considered in the process. Under Title 7, municipalities share in some of the fees from licensing establishments that furnish alcohol, and this is appropriate given the role local commissioners take in permitting and licensing at the local level. Municipalities must be guaranteed shares of licensing fees for marijuana establishments. There is no provision in S.54 that either guarantees fee sharing or allows local governments to create fees on their own. This is a glaring oversight by the legislature.

*Continued on page 14*





**Differing Opinions.** The most significant differences between the Senate bill and the proposal from House committees that have studied the bill are in how taxes are accessed, if the current medical marijuana regulations are updated, and whether voters should be given the authority to allow or prohibit marijuana establishments in their communities.

## S.54: An act relating to the regulation of cannabis

	As passed by the Senate	As proposed by the House Government Operations Committee	Proposal yet to be voted by the House Ways and Means Committee
<b>Cannabis Excise Tax</b>	16% cannabis excise tax from the sale price of each retail sale.		14% cannabis excise tax from the sale price of each retail sale.
<b>Sales and Use Tax</b>	No sales and use tax for retail sales of cannabis products.	N/A	6% sales and use tax in addition to the 14% cannabis excise tax Unclear if local option sales and use taxes also apply in municipalities that currently have it.
<b>Local Cannabis Tax</b>	2% cannabis local option tax from the sale price of each retail sale remitted to the community hosting the retail establishment (minus the cost of administration by the Department of Taxes).		No local option tax. No local cannabis tax. Proposes a 1% "share" of the retail sales revenue remitted to the community hosting the retail establishment (minus cost of administration by the Department of Taxes).
<b>Medical Marijuana</b>	Cannabis Control Board administers recreational and medical cannabis program and registry.	Cannabis Control Board administers recreational only. Department of Public Safety retains control over medical marijuana program and registry.	
<b>Local Voter Approval of Retail Operations</b>	Voters must opt out (prohibit) the operations of retail operations.	Voters must opt in (permit) the operation of retail operations.	N/A
<b>Local Approval of Other Non-Retail Marijuana Establishments</b>	Voters must opt out (prohibit) the operations of marijuana cultivators, manufacturers, testing laboratories, or wholesalers.	Voters have no authority to opt in or out of operations of marijuana cultivators, manufacturers, testing laboratories, or wholesalers.	

VLCT has significant concerns with many of these proposals. We support a local marijuana tax of five percent. Thirty percent of the revenues derived from the local marijuana tax should be pooled and redistributed to municipalities that do not host retail establishments; municipalities hosting retail establishments would retain the remaining 70 percent of the revenues. This would guarantee that the municipalities which carry the burden of hosting retail operations receive the largest portion of the local tax. They would also share a portion of revenues with neighboring communities that either do not host establishments, or only host marijuana establishments that do not generate tax revenues, such as cultivators, wholesalers, product manufacturers, and testing laboratories. VLCT believes this is a sustainable and fair way for municipalities to take care of their communities and local budgets while helping their neighboring municipalities, without any need for state assistance.

Every state that currently taxes and regulates marijuana has appropriate local taxation and revenue sharing. In every state with an operating market, local governments have local taxing authority or robust revenue sharing, and many have both. In Colorado, for example, local governments receive 10 percent of the state retail tax and may access an additional local tax up to 8 percent. In Massachusetts, local governments may access local impact fees to marijuana establishments in the form of community host agreements; they may also access a local excise tax up to 3 percent. In Oregon, local governments may access a local tax of up to 3 percent; host communities also receive 20 percent of the state tax revenue.

In Vermont, both the Senate local marijuana tax proposal and the pending revenue share proposal before the House Ways and Means Committee would be the lowest tax distribution assessments to local government in the entire country. It is disheartening that the legislature remains tone deaf to local needs, to municipal budgets, and to the burdens of the municipal property tax.

**A call to action.** Local governments, local businesses, and community members across the state need to participate in any discussions concerning S.54 and what a recreational marijuana marketplace might mean to their community. Marijuana cultivation, whether in an urban indoor facility or on a rural farm, will still be located in a town or city. Municipalities will also host wholesale, product testing, and manufacturing operations, as well as every retail establishment in the state. The impact of a retail market will be felt

profoundly at the local level, so due consideration to local needs cannot be emphasized enough.

Communities should consider the impacts – direct and indirect – of hosting a marijuana establishment, and even the potential effect if a neighboring town becomes a host community. They'll need to determine whether adequate resources currently exist to address illegal grow operations, fire hazards caused by illegal grows, thefts and burglaries from grows or retail shops, odor complaints, and the use of marijuana in public places. Are local rescue squads and local police departments equipped to address these concerns? If not, what must be done to prepare for them? What additional resources will be needed? If a town is a tourist destination, how will a boom in marijuana tourism affect it? Will parents and school officials feel comfortable if a marijuana retail market is located in their municipality?

Municipalities cannot be left scrambling to find funding because they may not access local fees or taxes. Municipalities should not have to write and then rewrite ordinances and zoning bylaws because legislation and rulemaking processes do not provide adequate time or clear direction to communities to properly prepare for the new retail market. The state needs to ensure that local governments are properly prepared with the necessary resources to ensure a smooth roll-out of a taxed and regulated marijuana marketplace. Local officials and residents need to engage with local legislators now to fiercely advocate for the needs of their communities.

*Gwynn Zakov*  
**VLCT Municipal Policy Advocate**

**AE Aldrich Elliott**  
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Water, Wastewater, & Stormwater

## MEMORANDUM

To: Selectboard  
From: Peter B. Elwell, Town Manager  
Re: Unconscious Bias + Cultural Humility Training  
Date: November 26, 2019



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### Recommended Motion

To authorize the Town Manager to retain Dottie Morris and Mary Gannon to provide training and facilitating services in accordance with their proposal dated October 30, 2019.

### Background Information

For the past three years, working to promote racial equity (and social equity more broadly) in Brattleboro has been a Selectboard goal and an area of concentrated effort for Town staff and members of the Selectboard. To provide the background and context for the specific action recommended in this memorandum, below is a brief summary of our involvement in this work from year to year.

#### 2017

In February, Curtiss Reed asked at a Selectboard candidates forum "Why are there no people of color on the Town staff?" That caused the Selectboard and me to undertake serious reflection and to schedule the matter of "staff diversity" for a Selectboard agenda in May. In June, based on the discussions at two Selectboard meetings and extensive input from the community, it was clear that Town action would have to extend far beyond "team photo diversity" to address matters of inclusion and equity both inside Town government and in the community we serve. I asked the Selectboard to allow me time during the summer months to explore this issue further with people and organizations who were already involved in such efforts in our community. In September, I reported back to the Selectboard and recommended actions. Among the recommended actions were the addition of a Human Resources professional on the Town's senior management team; baseline implicit bias training for all Town employees and the Selectboard; changes in the Town's recruitment practices for filling vacant staff positions; considering social equity in all Town government decisions and actions; increasing collaboration with local schools on matters of diversity, inclusion, and equity; supporting the work of other individuals and organizations to promote diversity, inclusion, and equity in Brattleboro; and making the Town's commitment to these actions visible in the community. The Selectboard approved these recommendations and we have made progress on all of these goals except the training for all staff and the Selectboard. For that, we decided to wait until the Human Resources professional had been added to our team so that we would have the staff capacity to follow-up the baseline training with an intentional and ongoing program of promoting equity as a fundamental part of our organizational culture throughout Town government. Our collaboration with various individuals and organizations in the community began immediately. In November, I attended the annual Vermont Vision for a Multi-Cultural Future conference.

#### 2018

Community collaboration continued and expanded, pushed forward not only by my actions as Town Manager but also by a variety of actions by members of the Selectboard, by the continued

leadership of Police Chief Mike Fitzgerald (who had been involved with the Community Equity Collaborative [CEC] and the CEC's Diverse Workforce Development Committee [DWDC] for several years prior to 2017), and by the leadership of Brooks Memorial Library Director Starr LaTronica. In April, the Town helped organize and participated in the first "Bridge to Brattleboro" event, providing college students of color with opportunities to learn about employment opportunities and quality of life here. Together with WSESU's Diversity and Equity Committee, we reinvigorated the townwide Diversity Day celebration and brought that event back to downtown Brattleboro for a block party on Elliot Street in May. The Human Resources Director position was approved by Representative Town Meeting in the FY19 Budget. Unfortunately, our first nationwide search for a Human Resources Director was unsuccessful. The Town became a sponsor of the Vermont Vision for a Multi-Cultural Future conference and Library Director LaTronica, Chief Fitzgerald, and I attended the conference in November.

### 2019

Our community collaboration continued throughout 2019. At the interfaith service on Martin Luther King, Jr., weekend in January, I had the privilege of addressing the gathering and introducing former State Representative Kiah Morris. Together with the WSESU, we further expanded the downtown activities on Diversity Day in May. Sally Nix joined the Town team as Human Resources Director in June. She immediately joined Library Director LaTronica, Chief Fitzgerald, and me in our collaborative work with the community. In September, we issued a request for proposals to obtain consulting services for training on unconscious bias and cultural humility. We again sponsored the Vermont Vision for a Multi-Cultural Future conference and Library Director LaTronica, Police Chief Fitzgerald, and Human Resources Director Nix attended the conference in November. Later in November, I attended the National League of Cities (NLC) annual conference which included a major track of sessions regarding racial equity in local governments across the country. It is clear that this work is now a priority for many municipal governments and that we can call on resources available from the NLC, the Government Alliance on Race and Equity (GARE), and our municipal colleagues as we continue on with the work in Brattleboro.

### The Proposals

At the end of October, we received six proposals in response to the RFP we issued in September. One of the proposals did not meet the Town's specifications (its scope was limited to "train the trainer") and one other was far more expensive than all the others (\$40,000 vs. a range of \$14,342.88 to \$15,376.74 for the four others). Of the remaining four proposals, one stood out to the selection committee (Curtiss Reed, Human Resources Director Nix, and me) as clearly superior both for the content of the training and for the inclusion of follow-along services to help us launch an internal work group to keep moving this work forward within Town government. That proposal, from Dottie Morris and Mary Gannon is attached to this memorandum. Mr. Reed, Ms. Nix, and I recommend that the Selectboard accept this proposal and authorize me to retain Ms. Morris and Ms. Gannon for their proposed fee of \$14,342.88.

### Next Steps

If the Selectboard approves this engagement on December 3, then Mr. Reed, Ms. Nix, and I will meet with Ms. Morris and Ms. Gannon on December 4 to begin planning for the implementation of this training and the creation of our staff working group. We hope to complete the Selectboard and management team training in January, the rest of the Town employee training in February, and the launching of the working group in March.

PBE:  
Attachment

**Proposal for Equity and Diversity  
In-Service Training  
Town of Brattleboro, Vermont**

**Submitted by:**

**Dottie Morris, Ph.D.  
Mary M. Gannon, Ed.D.**

**October, 2019**

October 30, 2019

Ms. Sally Nix, Director of Human Resources  
Town of Brattleboro  
230 Main St., Suite 204  
Brattleboro, VT 05301

Greetings, Proposal Review Committee:

Our team is delighted to submit this proposal in response to the Town's Request for Proposals (RFP) issued on September 23, 2019 for In-service Training focused on issues of equity and diversity for Town senior leadership and permanent Town employees. We are pleased to offer the Town a creative and comprehensive training proposal, which aims to support the long-term sustainability of this important work.

We appreciate the opportunity to be considered for this critical work with the Town of Brattleboro in its continued effort to support equitable and inclusive practices across the delivery of Town services. Please don't hesitate to be in touch with one of us if you have further questions regarding our proposal.

We look forward to hearing from you!

Sincerely,  
Dottie Morris, Ph.D.  
Mary M. Gannon, Ed.D.

## **Description of Team**

### **History and Qualifications for Scope of Work**

The team of Drs. Mary Gannon and Dottie Morris represents over 50 years of combined experience consulting within community, academic (K-12 and higher education), law enforcement and municipal/government settings related to diversity and equity. They have successfully executed various personal and professional diversity and equity related development trainings within those settings. Their work is not limited to preparing and facilitating trainings, but they have also designed, co-created and implemented diversity and/or equity plans to help individuals within those settings think strategically how to use the diversity and equity framework to promote sustainable change.

**Dr. Morris** has been the Associate Vice President of Institutional Equity and Diversity at Keene State College since 2008. She has an understanding of how to work with various systems to promote diversity and equity. She is currently serving on the City of Keene Human Rights Committee and City of Keene College/City Commission. In addition to her work in Keene, she was appointed to the New Hampshire Governor's Council on Diversity and Inclusion and serves as the co-chair of this Council.

**Dr. Gannon** has extensive experience training and consulting within a range of institutional settings. In 2013, after completing her work as part of the team that developed a Strategic Plan for Equity and Diversity for the City of Burlington, VT, she was contracted to design and implement training sessions on implicit bias and institutional strategies for addressing bias and inequity in the municipal work culture. These sessions were delivered to all branches of the City of Burlington including the Burlington Police Department, City Council members, Human Resource personnel, and Parks and Recreation, and others. She is currently working on a similar effort in the Town of Hartford, VT, where the municipality and the school district are working collaboratively on moving forward with the work and practice of equity and social justice to improve the climate and culture in Hartford.

In the last year, Mary has consulted with the Town of Stowe, VT, supporting the initial work of crafting a strategy with community and municipal stakeholders to develop a community coalition. The Racial Equity Alliance of Lamoille (REAL) is now working to address racism and other forms of bigotry in the community, schools, and municipal branch.

Dr. Gannon's professional work has also reached numerous private and public schools, health care organizations, local Sheriff's departments and the Vermont State Police. The topics addressed include examining social identity as an approach to understanding bias and its impact on personal and institutional settings and decision-making.

## **Foundational Beliefs and Philosophy of our Work:**

- 1) Diversity is the “natural order” of life.
- 2) The ability to completely embrace diversity is key to innovation and creativity.
- 3) The appreciation for diversity provides an opportunity to enrich our lives.
- 4) Everyone can contribute to creating an environment where diversity is core.
- 5) Social structures are rooted in assumptions, values, beliefs and perspectives that go unexamined. These unexamined structures lead to honoring some ways of being while devaluing others. This process can be conscious or unconscious, intentional or unintentional, but the outcome and impact is the same - some people are disenfranchised, excluded or harmed.
- 6) Everyone loses when everyone in an environment is not able to contribute or doesn't feel valued. Everyone does better when everyone does better.
- 7) Understanding the importance of diversity and equity is core to healthy workplaces.
- 8) Incorporating equity and diversity philosophy and practices into a workplace must be an ongoing and intentional process.

We believe effective and enduring change occurs when informal and formal leadership adopt and model new knowledge, policies and practices within their respective organization or community. Our overarching goal is to assist the participants in strengthening institutional muscle for equity and diversity to support a critical mass of personnel capable of aligning policies and practices to their core values. Supporting long-term, sustainable change is central to our philosophy and approach.

## **Technical Proposal**

### **The Ideal Plan for In-Service Training**

In our experience, the ideal plan would include an intentional multi-tiered process with multiple phases that supports long-term sustainable practices. The plan would include several elements at different phases: clarification of expectations, communication of those expectations, ongoing process to provide information and training, process for on-boarding new members to the group, and process to evaluate the effectiveness and quality of the work done to sustain forward movement towards co-creating a welcoming, vibrant and healthy environment for all.

The first phase in this process is personal and professional development for everyone as identified in the RFP. This would include a training that promotes an opportunity for personal growth, community building, common language,

examination of the current system and a process of co-creating a new system rooted in the spirit and principles of diversity and equity.

The next step would be the creation of a Work Group who could develop a sustainable diversity and equity plan and would take ownership of the work. This Work Group would include a diverse group of people from various parts of the Town municipal staff. Ideally, at least two (2) people within the Work Group would have the power and authority to facilitate the implementation of the plan. They will work together to develop a plan and make recommendations (such as process for on-boarding new staff, ongoing training, potential structural changes, ways to implement plan, etc.).

### Phase 1 – Preparation

A needs assessment will be administered to all participants. Once the results are gathered, Drs. Gannon and Morris will meet with a subset of the participants and/or the HR Director – the Planning Team - in order to co-create meaningful and relevant training sessions. This meeting will help inform the approach to the training, the pre-training materials and activities for the participants and post-training next steps.

### Phase 2 – Implementation of the training

There will be one (1) personal and professional development session for Select Board and Senior Town administrators and five (5) personal and professional development sessions for permanent town employees. In order to co-create a meaningful experience, it is necessary to keep the groups under 30 participants. This number will allow for facilitated small group discussions of 15 or fewer participants within each session.

### Phase 3 – Post training meetings

Drs. Gannon and Morris will meet once with the Planning Team from Phase 1. During this time, there will be a debriefing of the training sessions and process. Evaluation results will be provided to this group.

*Sustainability Work Group:* Drs. Gannon and Morris will meet twice with a subset of participants interested in forming the sustainability work group. Drs Gannon and Morris will support the group with the creation of a work plan, structure, goals (immediate, short and long term), timeline and process. This group will have the benefits of the evaluation results and other observations of Drs. Gannon and Morris to help inform their plan. Drs. Gannon and Morris will be available for ongoing consultation for a specified time as the work group establishes its identity and engage in their work.

### **Training Design will reflect the following:**

- I. Rationale for embracing diversity and equity – How do we all benefit? What concerns are present related to diversity and equity focus?
- II. Self-exploration – including worldview, “blind spots”, social identities and how they are constructed within U.S. culture – unearthing our bias, surfacing what is hidden in order to move forward to establish deeper relationships with others
- III. Interactions with others – Exploration of the factors having an impact on how we interact with each other, tools for difficult conversations
- IV. Impact of larger cultural context – issues of power, privilege, dominance – Who benefits from keeping the current paradigm intact or from maintaining “business as usual”?
- V. Plan of action to have an impact on the environment – “Let’s shift the paradigm “– expanding and co-creating a new reality that embraces and reflects the richness of everyone.

### **Training Modalities**

This interactive personal and professional development training will include mini-lectures, individual reflection activities, small group discussions and interactions, and media presentations. Participation within the training will be tied to the pre-training materials and post-training engagement within the community to promote and support diversity and equity efforts. Our team believes in creating a participant-centered design that will meet participants at varied levels of knowledge and experience with the content. This approach provides us with the flexibility needed to work with the discussion and experiences of the participants as they emerge. We believe in strong and thoughtful design planning but are also willing to shift the session’s activities as needed.

Pre-classroom activities include online reading of contemporary articles and viewing selected video clips. The purpose of the advance work is to provide participants a common language and experience to bring to the classroom setting. These materials will be chosen and issued to participants in a timely manner before the classroom session. Advance materials can change from session to session based on contemporary events.

### **Level of Effort**

**Senior Town Administrators:** Our team envisions one full day session – 6 hours – for Town Senior Leadership, with pre-classroom assignments that will not exceed 2 hours. These assignments will be provided to the group in a timely manner.

**Town permanent employees:** Based on our combined experience conducting this type of training for many years, we see great value in keeping the participant groups to a size that allows for deeper engagement among the group and with the training team. We propose dividing Town permanent employees – 131 – into smaller groups of 25-30 individuals per group, for a total of 5 sessions. Pre-classroom assignments totaling 30 minutes will be provided to each group in a timely manner prior to their session.

In addition to the training session, we will support the formation and workplan development of an Equity and Diversity Working Group. This structure will support the long-term sustainability of the Town's engagement with this body of work.

The suggested completion dates – December 31, 2019 for permanent employees and February 29, 2020 Senior Leadership Team – would work with our schedules. We have also enclosed a potential timeline at the end of this proposal, which, if our proposal is accepted, we are happy to negotiate with the Town. We are well aware of the challenges of scheduling a large staff and leadership team and can work with your needs.

### **Biographical Sketches of Team**

#### **Mary M. Gannon, Ed. D.**

Dr. 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 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 Vermont cultural landscape.

More recently, Mary 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 issues of racism, social justice and access can be addressed using tested strategies.

Dr. Gannon holds a BA in Gender and Communication, a Masters degree in Multicultural Organizational Development and a Doctorate in Social Justice Education, all from the University of Massachusetts/Amherst. She maintains Associate Adjunct Professor status at Smith College's School for Social Work where she has been teaching courses on race and racism and institutional discrimination to social work clinicians 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.

A short list of her clients includes: Windham Southeast Supervisory Union, Brattleboro, VT; City of Burlington, VT; New Hampshire Cultural Diversity Awareness Council; the Vermont and Connecticut Departments of Education; Vermont State Police; Keene State College, Keene, NH; University of Massachusetts at Amherst; Vermont Bar Association; Windsor Southwest SU; Northfield Mount Hermon School, Northfield, MA;; Windham County, VT Sheriffs Dept; Brattleboro Retreat; Health Care and Rehabilitation Services, Springfield, VT; Youth Peacebuilding and Leadership Program, School for International Training, Brattleboro, VT.

**Dottie R. Morris, Ph.D.**

Dr. Morris is currently the Associate Vice President for Institutional Diversity and Equity at Keene State College. As the Associate Vice President for Institutional Diversity and Equity, she is a member of the Keene State College President's Cabinet. Her main role is to collaborate with the President and Vice Presidents as the institution establishes strategies and practices to co-create an environment deeply rooted in the principles of equity, diversity and social justice.

Dr. Morris received her Ph.D. in Clinical Psychology from Washington State University, MA in Counseling Psychology from Texas Southern University and BA in Psychology from Dillard University.

For nearly 30 years, Dr. Morris has worked with undergraduate and graduate students as counselor, teacher, academic advisor, and advisor of student groups. She has demonstrated continuous dedication and devotion to diversity, equity, multiculturalism and social justice over the past two decades. Prior to her current position at Keene State, she served as the Associate Dean for Student Learning at World Learning School for International Training Institute (SIT), the Director of Student Affairs for the Clinical Mental Health Counseling Program at Antioch University New England, and staff psychologist at the Colorado State University Counseling Center and the Coordinator of the Employee Assistance Program.

She is the recipient of several awards including, the 2019 Martin Luther King Award, New Hampshire YWCA Hero for Justice, the Counselor for Social Justice Ohana Award, and Outstanding Woman of New Hampshire award. She was appointed to the New Hampshire Governor's Council on Equity and Inclusion. She was recognized by US. Senator Maggie Hassan for her contributions to the state of New Hampshire. She currently serves on several boards including New Hampshire ACLU, Leadership New Hampshire, Kopkind Nonprofit Educational Foundation, and New Hampshire Endowment for Health Advisory Board. She is a proud native of Louisiana and currently resides in Vermont.

**References available upon request**

**Proposed Budget**

Item description	Description of expense	Item Expense
Preparation time (including creation of needs assessment, design planning, administration and analysis of the assessment results, creation of post-evaluation process, selection of pre-training materials)	\$75.00 X 2 X 31 hours	\$4650.00
Travel (Mileage) Roundtrip Winchester, NH to Brattleboro, VT - Dr. Gannon	46 miles X .58 X 9 trips (1 trip for planning meeting, 6 trips for implementation, 2 trips - pre-training organizing meeting and post training work group meetings)	\$240.12
Travel (Mileage) Roundtrip Bellows Falls to Brattleboro - Dr. Morris	58 miles X .58 X 9 trips (1 trip for planning meeting, 6 trips for implementation and 2 trips - pre-training organizing meeting and post-training work group meetings)	\$302.76
Implementation of the training program with Select Board members and Senior City Administrators	\$100 X 2 X 6 hours (1-6 hr session)	\$1,200.00
Implementation of training with permanent City of Brattleboro employees	\$100 X 2 X 30 (5-6 hour sessions)	\$6,000.00
Materials for trainings	(chart packs, markers, index cards, pens, paper, envelopes and other materials)	\$600.00 approx.
Post training work (two hour debrief, 2 two-hour sessions with work group also includes additional consultation beyond the those two sessions, three hours - post training report)	\$75.00 X 2 X 9 (hours)	\$1,350.00

**Total Cost:**

**\$14,342.88**

**Potential Schedule (Timeline) – subject to change depending on weather**

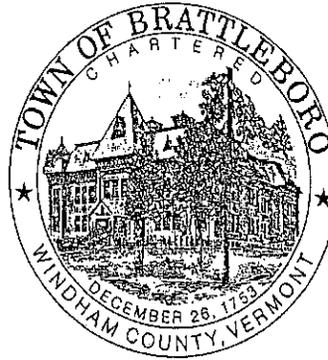
Pre-training needs assessment:

Administered	Week of November 17
Deadline for participant completion	November 26
Analysis of the data completed	December 9
Pre-training meeting with Planning Team	Week of December 8
Training Sessions	Between January 9 - 17
Post-training meeting with Planning Team	January 30
Sustainability Work Group formation	By February 6
Sustainability Work Group meetings	
First meeting	Week of February 9
Second meeting	Week of March 8

The FY21 Proposed Budget is a separate document. See the Town's website ([www.brattleboro.org](http://www.brattleboro.org)) or contact the Town Manager's Office (251-8151) to obtain a copy of the budget.

# MEMORANDUM

To: Selectboard  
From: Peter B. Elwell, Town Manager  
Re: Proposed Schedule of Meetings for  
Review of the FY21 Proposed Budget  
Date: October 31, 2019



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The proposed FY21 Budget will be distributed at the Selectboard meeting on November 5, 2019, and I will make an initial overview presentation during that meeting. At that time, staff also will request that the Selectboard commit to the schedule of meetings for reviewing, modifying, and approving the FY20 Budget. We must complete this process before the last week of January 2020, so that the Representative Town Meeting warning can be finalized and the Town Report can be prepared. The schedule of meetings proposed below is unchanged from the one that the Selectboard tentatively approved on September 17, 2019.

## Here is the proposed meeting schedule:

<u>Date</u>	<u>Topics</u>
Tuesday, November 5 (Regular Meeting)	Overview
Tuesday, November 12	Revenues + Public Works + Recreation/Parks
Tuesday, November 19 (Regular Meeting)	Capital Projects + Equipment
Tuesday, November 26	Police + Fire
Tuesday, December 3 (Regular Meeting)	Assessor's Office + Planning + Library
Tuesday, December 10	Town Clerk, Finance, Town Manager's Office, Employee Benefits, General Services, Solid Waste, + Other Topics

## Follow-up discussions could be held, as needed, on:

Tuesday, December 17 (Regular Meeting)  
Tuesday, January 7 (Regular Meeting)  
Tuesday, January 14  
Tuesday, January 21 (Regular Meeting)  
Tuesday, January 28

All meetings are proposed to start at 6:15pm in the Selectboard Meeting Room. About an hour is expected to be sufficient for discussion of the topics on the noted regular meeting nights, and between 2 and 3 hours should be sufficient for discussion of the topics on the "off Tuesdays."

PBE: