

**Proposals Received in Response
To Facilitators' Request for Proposal
Re: Community Safety Review Committee**

1. Rikki Risatti
2. John Ungerleider
3. Training for Transformation LLC
4. StoneTurn
5. Emily Megas-Russell and Shea Witzberger

Peter Elwell

From: Mxs. RR, Rev. Abbess <rikkirisatti@protonmail.com>
Sent: Monday, September 7, 2020 4:31 PM
To: Eva Westheimer; Town Manager; The Root Social Justice Center; Sally Nix
Cc: Ian Goodnow; Daniel Quipp; ELIZABETH.FRANCESE@GMAIL.COM; Brandie Starr
Subject: Public Safety Review Committee Facilitator Cover Letter
Attachments: Rikki Risatti Vermont Business Rising Star Nomination Resume 2020.pdf; Rikki Risatti Rising Star Volunteerism .pdf; PSRC App.odt

Salutations,

I extend my application to the above recipients with full acknowledgment that a qualified Facilitator would be voted on by fellow publicly elected Committee Members. I regret this hierarchical hiring process that is neither based in public democracy nor colleague performance evaluation. Peer respect for such positions is more vital to successful team relationship dynamics, than by the exclusive employment discretion appointed by Peter Elwell. This disappointing example of submitting to be under his or any singular Municipal Manager's inherit bias are a sadly ironic example of a conflict of interest on every level that is counter productive of the PSRC intentions of empowering accessibility and is regressive to equitable governing structures. Even if I am never sworn in officially, I abide an oath of the Lotus Sutra Mantra, "Nam Mayoho Renge Kyo" to continue trans formative liberating practices by making every effort to share recognition of the oppressive and abusive actions caused by People suffering from their self entitlement to "authoritarian/savior" egos.

Sincerely,

RR

Select Board Chair Candidate 2021

VT Supreme Court Litigant

District 2 Representative 2020-2023, Municipality of Wantastegok, Sokwakik County, Ndakinna, 05302

They/Them Pronoun Conjunctives

Municipal Currencies Referendum Fundraiser

Gloria La Riva POTUS 2020 Leonard Peltier VP

RikkiRisatti@ProtonMail.Com

802 275 6508

P.O. Box 1742

Wantastegok, Sokwakik County, Country of Ndakinna, 05302, Turtle Island

Application for Facilitating a Public Safety Review Committee (PSRC)

Index:

Budget

Schedule

Biography

Budget: Total anticipated < \$10k

1. \$6,600/264 hours total Facilitator wage:
 - 6 months from September 2020 to March, 2021 until end of proposal
 - \$1,100/month max of earned employment income for People dependent on SSDI
 - Divided by \$25/hour fair minimum wage = 44 hours/month
2. Language Interpreters, Childcare, Meal Contracts to be negotiated
3. Organizing Resources

Agenda Schedule:

September:

- Establish Meeting Time/Place/Web Conference Service that optimally accommodates Participants
- Set up and Utilize Communications on Social Media Accounts: Email Address, FaceBook Group, Municipal Page Contact Information
- Create confidential format for sharing harm
- Offer the PSRC (Public Safety Review Committee) to continue developments with Employees from HCRS to be dispatched from 911 calls and hiring bodyguards as needed
- Offer PSRC vote to endorsing implementing the ACLU Smart Justice Plan in Municipal Jurisdiction <https://www.acluvt.org/en/blueprint-smart-justice>
- Examination of Police policies, practices, and budget
- Draft Proposal for continuing work from March 2021 to March 2022

October:

- Respond to PSRC guidance on and critical data analysis

November:

- Offer updates

December:

- Offer public presentation to the Select Board Members by December 31, 2020 on previous 3 months of PSRC Progress and Proposal for continuing work from March 2021 to March 2022

January:

- Process Meeting Feedback from Select Board Members/Public Participation/Colleagues

February:

- Measure PSRC success by rating the frequencies of local criminalization and violence over the last 6 months. Reported abuse, arrests, and other offenses against demographics will be collected for evaluation

March:

- Present future prioritizations and findings on impacts from the past 6 months of PSRC directives

RikkiRisatti@ProtonMail.Com

802 275 6508

P.O. Box 1742

Wantastegok, Sokwakik County, Country of N Dakinna, 05302, Turtle Island

Biography

Demonstrated intersectional civic engagement experiences as an Ally in movements for justice, crisis prevention, de escalation, trauma education, and anti-racist solidarity by confronting/interrogating People often positioned as Police, Property Managers, Authoritarians, and/or in Government. Protest Leadership has included Consensual Adult Trade Acts Decriminalization, Decolonizing, Decentralizing, and Direct Democracy.

I was arrested with #DAPL39 for defending Indigenous Sovereignty against fracking and over qualified from the Miss Vermont, 2017 Pageant for marching with Refuse Fascism. I passed every Northstar Digital Literacy Test for Windows 10, Microsoft Word, Basic Internet & Computer Skills, and Social Media.

My LinkedIn network contacts reach over 6,500 diverse individual local and international connections. I'm a standing member of 98 LinkedIn groups especially focusing on national security, business/legal ethics, economic regulation reformation, sustainable energy, technology advancements, and Marijuana.

As a teenager who went through Foster Care in both impoverished rural, suburban, and urban areas; I received an honorary invitation to attend the National Youth Leadership Forum on Law, graduated early, went through Court Diversion, and was a multi published Artist. I practice Ayurveda and have trained two service dogs.

RikkiRisatti@ProtonMail.Com

(802) 275-6508

2020-2023 District 2 Representative, Wantastegok Municipality, Sokwakik County,
05301/05302

They/Them/Their/They're Pronouns

Volunteer Summary

NE ADA Member Municipality of Wantastegok, Ndkinna / Brattleboro, VT

Appointed 04/19-06/19

- Advocating community inclusiveness and accessibility
- Collaborating with other municipal committees
- Collaborative Organizing
- Monthly agenda meetings
- Research, Interrogation, Reporting Minute notes, Developing Actionable Strategies

Reception Main St Museum, White River Junction, VT

2013-2017

- Opening and closing procedures including locking securing the building
- Greeting visitors and collecting information for mailing list
- Collecting admittance and donations
- Preparing and distribution fundraising material and thank you cards
- Collecting information for space rental requests
- Managing museum's social media presence
- Cataloging collections and artifacts on museum's Wikipedia page
- Recommending local attractions and businesses to visitors
- Tabling at local events to market and promote the museum

Willing Worker on Organic Farms/ North East Organic Farming Association/ State Parks Maintenance United States

2011-2013

- Community Shared Agriculture Management
- Cleaning Sites
- Field/Animal Supervision

Vermont Youth Conservation Corps

2010

- Roving Team
- Trail Labor Coordination

High School Honors Society Community Services, Schuylerville, NY

2007-2009

- Library Database Archiving
- Adirondack Save a Stray Animal Rescue/Adoption
- Floral Arranging for School/Museum Events

RikkiRisatti@ProtonMail.Com

(802) 275-6508

2020-2023 District 2 Representative, Wantastegok Municipality, Sokwakik County, 05301/05302
They/Them/Their/They're Pronouns

Government Candidate Nominations

2019-2020

- Progressive Party
State Ballot: Senate, Governor, Treasurer
- Second Vermont Republic: Jury Assembly Commissioner
- Municipal: Public Funds Trustee, Select Board Member

Endorsed by

- Vermont Marijuana Party
2019-Present

Educational Activities & Titles

- Sustainable Management Vermont Technical College Randolph, VT
- Art Humanities & History Main Street Museum WRJ, VT
- "Most Creative" Award "Debate Club President" High School Schuylerville, NY

Professional Employment

Educator

Addison County Schools, VT
12/17-08/18

- Facilitating lesson plans & administrative handbook
- Accommodating individualized learning
- Accrediting student scholastic progress & cooperation
- Optimizing collective experiences

Attendant

Hartford Middle School, WRJ, VT 01/15-01/16

- Trusted access to maintain keys & monitoring after closed hours
- Blood borne pathogen sanitation & hygiene standardization
- Promoting Respect

Caretaker

Dartmouth Hitchcock Medical Center
Hanover, NH
01/14-01/15

- Excelled maintenance of medical records offices & science laboratories
- Securing private information confidentiality
- Operating equipment efficiently
- Adherent use of ethical non toxic products

Trainings

Certifications/Conferences

- Supreme Court Cabinet Litigant
- WISE Antiviolence Advocate
- Vermont Mandated Reporter
- Center of Health Learning; Zero Suicide Clinician & Suicide Prevention Symposium
- Community Emergency Response Team
- Global Network Compliance
- National Certified Chaplin Association License
- Translating Identities Conference

Peter Elwell

From: John H Ungerleider <jhungerleider@gmail.com>
Sent: Tuesday, September 8, 2020 6:42 PM
To: Town Manager
Subject: Community Safety Review proposal
Attachments: Police Research RFP.pdf; JOHN UNGERLEIDER CV 2020.pdf

Dear Peter,
Please include my proposal when considering ideas in response to the RFP about the Community Safety Review Committee.
Thanks so much.
John

John Ungerleider, EdD
Professor, Peacebuilding and Conflict Transformation
802-258-1600
<https://www.seeothersides.com/>

Proposing Two Auxiliary Research Processes to the Community Safety Review Committee

John Ungerleider, Ed.D.
79 Chestnut Hill Rd.
Brattleboro, VT 05301

September 8, 2020
jhungerleider@gmail.com
802-258-1600

I am not applying to facilitate the primary Community Safety Review Committee, rather proposing two parallel processes that I believe will be beneficial for our town to consider having in the mix:

- 1) a simple online research process open to all town residents; and
- 2) a time-limited working group of about a dozen professional service providers in Brattleboro.

I have proposed a simple budget if you want to hire me and an assistant (I would say a research and tech savvy graduate or undergraduate student, though getting harder to think of colleges still open in the area...) to manage this process. You are welcome to adopt any of these ideas if you want to hire someone else, or have town employees manage these auxiliary processes to the Community Safety Review Committee.

The public and perhaps charged atmosphere of the primary Community Safety Review Committee process may intimidate some local people from participating. It is not clear when experienced professionals working in community safety daily will come together to compare and develop ideas to improve policing practices. Two additional idea-generating activities could feed into to the Community Safety Review Committee and help operationalize their efforts:

1. Online Research

It seems reasonable to assume that many local citizens might feel more comfortable sharing their experiences with police, as well as honest opinions about community safety, by responding briefly to a limited set of questions online. Their responses could be analyzed in various ways that aggregate data, whether people are for or against police in general, or by broad age groupings (e.g., under 30, 30-60, over 60). This may work best by setting up a dedicated website or likely could be done well enough with Survey Monkey. This online research effort is envisioned to last from one up to two months in parallel and on the early side of the Community Safety Review Committee timetable in hopes of contributing to their thinking, around October to November 2020.

Budget A:

Research design and data collection: \$1000
Research assistant and computer technical support: \$1000
Write final analysis/report (Optional): \$1000
--Sub-Total = \$2-3000

Sample online survey questions:

These questions can reveal not only differences, but similarities in values and goals for the town, which can help build an overlapping sense of community. They can provide input for potential reforms and creative activities to improve community safety and/or policing in town.

--Please answer each question with one or two sentences, one or two words when possible:

- What is one value that is important to me?
- What is one hope I have for my town?
- What is one idea I have to make our community feel safer?
- What is one change I would like to see in the way policing is done in our town?
- What is one qualification or capacity I want to see official personnel involved in promoting and ensuring community safety in our town?
- What is one idea I have to improve community safety and/or policing in our town?

One way to simply and quickly analyze verbal data is by producing a “word cloud” visual to demonstrate the frequency of words chosen by survey participants. This is easily done online at free sites such as Wordle. To sustain community interest in the process, word clouds synthesizing citizen responses could be posted weekly on the town web site or in The Reformer.

Sample word cloud (from 2020 Governor’s Institute of Global Issues and Youth Action query to high school students about how to respond to someone who says it is hopeless to try to make the world better):



2. Service Professional Working Group

A facilitated, focused, short-term process among a small group of experienced local service professionals can assess ways to address community safety and policing in creative ways. This process will be aimed at practical outcomes. The hope is that this group will generate creative ideas for community responsiveness. I propose a condensed sequence of four two-hours sessions (once per week for one month), focus-group style with skilled professionals in community safety, social welfare, mental health, drug abuse, housing issues, and policing. This process would take place near the end of work by the Community Safety Review Committee to incorporate input from their results, likely November to December, 2020.

Participants in this Practitioner Focus Group would be representatives of local social service organizations, not advocacy groups. This could include the Brattleboro Community Justice Center, Department of Children and Families, Health Care and Rehabilitation Services, Brattleboro Police Department, Brattleboro Fire Department, Groundworks, Brattleboro Memorial Hospital, Town Clerk’s Office, perhaps even the Brooks Memorial Library, etc. I recommend keeping this working group small: a maximum of 12 participants. The group would envision creative and concrete steps forward in improving community safety and/or policing: how to deliver appropriate services to prevent and respond to crisis situations.

--This group would address questions like:

- How can we best support each other in our work?
- How might we proactively reduce the chance of unwelcoming or violent incidents here?
- What are creative ways my organization could help with another department's efforts?
- Who might be most qualified and capable of intervening in various crisis situation?
- What innovative intervention or prevention strategies can we collaboratively develop?
- What training can help us do our work to better serve all members of our community?

Budget B:

Research and Session Focus Design: \$600

Meeting Facilitation: \$350 X 4 = \$1400

Data Aggregation & Final Report: \$1000

Sub-Total = \$3000

Total proposed budget (A + B) for these two processes = \$5-6000.

Summary:

Based on a concern that the highly public nature of the Community Safety Review Committee might preclude the participation and exclude the input of many in our town, I propose a couple of auxiliary processes to gather ideas from more reticent citizens and from experienced service professionals. I have outlined above:

- 1) a simple online research idea gathering format; and
- 2) a focused working group of professionals to increase the range of potential innovation in local police reform and community safety.

Both are time-limited and designed to first feed into and then draw from the Community Safety Review Committee. I am available to organize and facilitate either or both of these processes as needed and have submitted a simple budget in this proposal. Should the Select Board not hire me for this, I still encourage the town to conduct similar research and action planning activities to support and operationalize the work of the Community Safety Review Committee.

Biography and Qualifications: (separate CV attached)

John Ungerleider, Ed.D. teaches peace, conflict, global issues, and restorative practices to teachers and students from around the world graduate, undergrad, secondary and primary. He leads school trainings as a consultant with the Greater Falls and Brattleboro Restorative Justice Centers and See Other Sides. He directs the Vermont Governor's Institute on Current Issues and Youth Activism.

As Professor of Peacebuilding and Conflict Transformation at the School for International Training (SIT) in Vermont, John started the Youth Peacebuilding and Leadership Programs, bringing over 12,000 young leaders for dialogue about the conflicts they inherited. He currently leads workshops on Restorative Practices in schools and facilitates a domestic violence accountability program with men on probation.

John has also taught courses at Brandeis, Hampshire, Marlboro, Vermont Law School, and Community College of Vermont. He lived and taught in Cyprus, Israel, Venezuela, and Spain, and has trained young leaders in Uganda, Northern Ireland, Turkey, China, and Iraq.

John is the author of books and articles that describe the impact of peacebuilding, dialogue, and youth empowerment, such as Let's talk about it: A guide to leading youth dialogue across communities and conflicts, The Inner Peace Outer Peace Reader, Challenging Child Labor and "Structured Youth Dialogue to Empower Peacebuilding and Leadership." John wrote and performs a participatory musical "co-opera" about global warming: Secret of the Seasons.

JOHN UNGERLEIDER, EdD

Brattleboro, Vermont 05301
jhungerleider@gmail.com

H (802) 254-8144 C (802) 258-1600
www.linkedin.com/in/john-ungerleider-790078158/

SUMMARY OF EXPERIENCE

Dr. John Ungerleider leads trainings on communication across conflict for schools, organizations, and communities. He teaches courses on peace and conflict for graduate, undergraduate, and high school students, and restorative practices for primary and secondary schools. His workshops are engaging and experiential, described at: <https://www.seeothersides.com/>.

As a professor of Peacebuilding and Conflict Transformation at the School for International Training in Vermont, John taught professionals, educators, peacebuilders, and community leaders in such places as Israel/Palestine, Uganda, Iraq, Ireland, UK, Spain, Georgia, and Turkey. He has taught at Brandeis, Hampshire, Marlboro, Community College of Vermont, Universidad Jaume in Spain, and as a Fulbright Senior Scholar in Cyprus.

He is founding director of youth empowerment programs that have hosted over 12,000 participants from around the world, including Youth Peacebuilding and Leadership Programs, Governor's Institute on Current Issues and Youth Activism, and CLEA: Child Labor Education and Action. He has written book and articles about youth programs, structured dialogue, multicultural teams, peace education, child labor, and music for peace. He facilitates a domestic violence accountability program for men. John wrote and performs a participatory musical "co-opera" on global warming -- *Secret of the Seasons*.

PROFESSIONAL WORK HISTORY - TEACHING

GREATER FALLS RESTORATIVE JUSTICE CENTER, **Restorative Practices Trainer**, Bellows Falls, Vermont, 2019-present.
Consulting, training, and facilitating restorative practices in schools.

BRANDEIS UNIVERSITY, Waltham, Massachusetts, **Lecturer**, 2011-present. Peace, Conflict, and Coexistence Studies.
Undergraduate course: Inner Peace Outer Peace.

DOMESTIC ABUSE ACCOUNTABILITY PROGRAM, Windham County, Vermont, **Facilitator**, 2017-present.

VERMONT LAW SCHOOL, South Royalton, VT, 2020. **Adjunct Faculty**. Principles in Restorative Justice.

COMMUNITY COLLEGE OF VERMONT, Brattleboro, **Faculty**, 2018-present. Global Social Problems; Race, Ethnicity, Class, Gender.

MARLBORO COLLEGE, Marlboro, Vermont, **Adjunct Faculty**. Undergraduate Course: Conflict and Identity. 2019.

SCHOOL FOR INTERNATIONAL TRAINING, Brattleboro, VT, **Professor, Chair**, 2003-2018.

Peacebuilding and Conflict Transformation M.A., Courses: Conflict & Identity; Youth Program Leadership; Mediation; Organizational Behavior; Intercultural Communication; Service, Leadership, Management. Advised students globally.

Assoc. Professor, 1995-2002; Asst. Professor, 1988-1995. Peace Studies in undergraduate World Issues Program.

Co-director, Conflict Transformation Across Cultures (CONTACT), 1999-2002. Wrote USIP program grant to start program.

HAMPSHIRE COLLEGE, Amherst, Massachusetts, **Lecturer**, 2000-2005. Conflict Resolution and Historical Analysis.

UNIVERSIDAD JAUME, Castellon, Spain, **Visiting Faculty**, 2004. Master's program in Peace and Development.

CYPRUS FULBRIGHT COMMISSION, Nicosia, Cyprus, **Fulbright Senior Scholar, Conflict Resolution**, 1997-1998.

Facilitated Greek and Turkish Cypriot bicomunal conflict resolution and experiential mediation trainings.

INSTITUTOS EDUCACIONALES ASOCIADOS, Caracas, Venezuela, **Teacher**, High School & Barrio School. 1988.

PROFESSIONAL WORK HISTORY – YOUTH PROGRAM LEADERSHIP

GOVERNOR'S INSTITUTE ON CURRENT ISSUES AND YOUTH ACTIVISM, **Director/Founder**, 1990-Present.

Created and direct annual summer youth empowerment and issues program for Vermont secondary students.

SIT YOUTH PEACEBUILDING AND LEADERSHIP PROGRAMS, **Director/Founder**, 1996-2018.

Dialogue programs for students from communities in conflict: Iraq, Cyprus, N. Ireland, Israel/Palestine, Indian/Pakistan...

CLEA: CHILD LABOR EDUCATION & ACTION, **Director/Founder**, 1999-2013.

High school program on child labor: conferences, curriculum, delegations to Guatemala/Nicaragua.

Grants: U.S. Depts. of Labor, Education, Justice. Passed state legislation (2008).

EDUCATION

- UNIVERSITY OF MASSACHUSETTS, Amherst, Massachusetts, Ed.D. **Psychological Education**, 1987. Peace education, social issues training, organizational development, popular theatre. *Secondary Teaching Credential, Social Studies*.
- ANTIOCH UNIVERSITY, San Francisco, California, **M.A. Psychology**, 1984. Somatics; group dynamics.
- UNIVERSITY OF CALIFORNIA, BERKELEY, Berkeley, California, **B.A. Development Studies**, 1980. Honors.
- **LANGUAGES:** English (native), Spanish (4S, 4R), French (3S, 3R), Arabic (1S, 1R), Hebrew (1S, 1R) \
- **Additional Training:** Despair and Empowerment, Joanna Macy; Critical Education, Paulo Freire; New Games Leader; 4-H Ropes Course Leader; Feldenkrais Method, Moshe Feldenkrais; New Ways of Being, Jean Houston.

FACILITATION AND TRAINING WORKSHOPS

2020

- Restorative Practices in Schools. Putney Central, Putney Grammar, Marlboro, Westminster, Bellows Falls, Greenwood, Kurn Hattin, Windham Northeast ESU.
- Parenting with Respect. Course for fathers engaged with the corrections system. Vermont – Zoom.
- Conflict and Identity, ALI: Andi Leadership Institute, Global Women Leaders – Zoom.

2019

- OVX Youth Leadership Summit, VT Dept. of Health, Burlington, VT.
- Sing Our Side: Transforming Conflict in Song, IYLEP, VT Council on World Affairs, Statehouse, Montpelier, VT.
- Conflict Analysis, Identity, and Creativity, Conflict Transformation Across Cultures (CONTACT).
- Dialogue, Pan African Youth Leaders Program, VT Council on World Affairs, Statehouse, Montpelier, VT.
- Improving Staff Communication, Compass School, Bellows Falls, VT.
- Conflict, Communication, Culture, & Choice, Sandglass Theater, VT.

2018

- OVX Youth Leadership Prevention Summit, Vermont Department of Health, Lake Morey, VT.
- Building an Inclusive Community, Wyoming Seminary, Kingston, PA.
- Dialogue Training, Pan African Youth Leaders, VT Council on World Affairs, Statehouse, Montpelier, VT.
- Conflict, Identity, & Transformation, ALI: Andi Leadership Institute, Global Women Leaders, Washington D.C.
- Dialogue Facilitation, Iraq Youth Leaders Exchange (IYLEP) Staff Training.
- Experiential Conflict Analysis, Conflict Transformation Across Cultures (CONTACT).

2016-2017

- Communication Training, CISabroad, Northampton, Massachusetts.
- Experiential Learning & Dialogue, Experiment in International Living Program Leader & TFI S. Africa.
- Conflict Resolution, Osher Lifelong Learning Institute of the University of Vermont.
- Facilitating a Talk Back Session, Sandglass Theater, VT.
- Effective Training for Youth Leadership, "Kids4peace, Jerusalem.
- Student Leadership, Vermont Academy.
- Negotiation, Mediation, and Dialogue, China-ASEAN Peace Workshop, Jinan University, Guangzhou, China.
- Conflict Management Training, International Honors Program.

Before 2015 - Highlights

- Advanced Conflict Resolution Training, AMIDEAST Cyprus American Scholarship Program (1996-2013).
- Designing for Empowerment, Experiment in International Living Federation, Ireland.
- Respectful Communication in the Workplace, C & S Grocers.
- Armenian-Azerbaijani Dialogue Retreat, Imagine Center for Conflict Transformation, Rep. of Georgia.
- Land Is Life Indigenous Leaders Dialogue Training, UN Permanent Forum on Indigenous Peoples.
- Youth Leadership Training of Trainers, Kitgum, Uganda.
- Southeast Asia Fellows Program, Conflict Resolution Workshop.
- Azerbaijan School Connectivity; Kyrgyzstani Youth Advocacy Professionals, U.S. State/Project Harmony.
- Communications & Education Strategy Development; Training of Trainers, UNOPS, Cyprus.

LECTURES AND CONFERENCE PRESENTATIONS

- "Dialogue vs. Persuasion," Landmark College, Putney, VT. 2018.
- "On Youth Dialogue," National Conference on Governor's Schools, University of Colorado, Denver. 2018.
- "Educating the Public about Climate Change," UVM Postdoctoral Symposium, Burlington, VT. 2018.
- "Youth Peacebuilding in Practice: Conflict, Identity, & Shared Power," Big Ideas Fest, San Jose, CA, 2016.
- "Religious Freedom: A dialogue from Muslim and Jewish faiths," Franklin Pearce College, Rindge, NH, 2015.
- "Conflict Styles & Communications Skills," Youth Development Conf., Vermont Technical College, 2015.
- "Peacebuilding & Conflict," Center for International Ed., Univ. of New Hampshire, 2013.
- "Peacebuilding and Youth," International Culture Club, Green Mountain College, 2013.
- "Deepening Debriefing Through Dialogue," High 5 Adventured Education Symposium, 2013.

LECTURES AND CONFERENCE PRESENTATIONS (cont.)

- "Global Climate Change Co-opera," PJSA Annual Conference, Tufts University, 2012.
- "Global Climate Co-opera," Communicating Science Conference, Antioch University, 2012.
- "Youth in Conflict & Post-conflict Environments," Next Generation Speaks Forum, Istanbul, Turkey, 2012.
- "Inner Peace; Outer Peace," Peace & Justice Studies Association. Conference, Memphis, TN, 2011.
- "Structured Youth Dialogue to Empower Peacebuilding," CIES Conference, Montreal, 2011.

SELECT PUBLICATIONS

- John Ungerleider and Bill Pelz-Walsh, "How can we change a masculine culture of violence?" *The Commons*, 4/5/2018.
- *The Inner Peace Outer Peace Reader* with Peter Gould, Brandeis Open Source, Pressbooks. 2018.
- "Experiential Activities in Mediation-Oriented Training: Cyprus 1997-2013," with A. Marco Turk, *Conflict Resolution Quarterly*, March, V 34, #3, 2017.
- *Let's Talk About It: A Guide to Leading Youth Dialogue Across Communities and Conflicts*. Whetstone Books, 2016.
- "Structured Youth Dialogue to Empower Peacebuilding & Leadership," *Conflict Resolution Quarterly*, V29 #4, 2012.
- Chapter 8: "Conflict" Claire Halverson & Aqeel Tirmizi, eds., *Theory & Practice of Multicultural Teams*. Springer. 2008.
- "Global Climate Change: Motivated High School Students Gain Their Voice," with P. Bierman, et al, *Teaching for High Potential*, Spring, 2008.
- "The Impact of Youth Peacebuilding Camps: Connectedness, Coping, & Collaboration," *Cyprus Review*, V 18, #1, Sp. 2006.
- "Youth peace-building responds to inter-communal conflict," *Insights Education* id21 #4, Aug 2005.
- Editor, *Challenging Child Labor: Education and Youth Action to Stop the Exploitation of Children*. SIT, 2004.
- "Entrusting Young Leaders to Improve Their World," *The New Body Politic*. Vol. 1 #1 Jan/Feb 2003.
- "Bi-communal Youth Camps & Peace building in Cyprus," *Peace Review*. Vol 13, #4. Dec. 2001.
- "The CONTACT Mid-Year Seminar: Education, Support, and Distance Learning Synthesis for Peace builders," with Paula Green and Jan Passion, *Peacebuilding*. Vol 2 # 2 Winter 2001.
- "Conflict Transformation for Professionals" with Paula Green and William McKernan, *SIT Occasional Papers*. Spring 2000.
- "The Role of Music and Poetry Building Bi-communal Peace Culture in Cyprus," *People Building Peace*. Netherlands: European Centre for Conflict Prevention, 1999.
- "Culturing Peace from Enmity: Cypriot Bi-communal Peace building" *SIETAR Journal*. Nov. 1999.
- "Enhancing Collaboration in Educational Therapy: A Conflict Resolution Approach" *Journal of the Association of Educational Therapists*. Vol. 19, # 2, Summer 1998.
- "Empowering Students to Address Current Issues" with Ange DiBenedetto, Judith Boccia, ed., *New Directions for Student Leadership*, #4, Summer 1997, San Francisco: Jossey Bass.

PROFESSIONAL COMMITTEES AND COMMUNITY BOARDS

- | | |
|---|---|
| • Board Chair; Greater Falls Restorative Justice Center | • Board of Trustees, Boys & Girls Club |
| • Chair, SIT Graduate Council | • Board of Trustees, Shir He Harim |
| • Grant Review Panel, United States Institute of Peace | • Vasconcellos Project Higher Ed. Advisory Team |
| • Fulbright Peer Review Committee | • Brattleboro Outing Club X-Country Ski Committee |
| • Board of Directors, Windham World Affairs Council | |

MUSIC EXPERIENCE

- Wrote and performs Original Participatory Co-opera on climate change: *Secret of the Seasons*
- Bass, Guitar, and Vocals - Buddy Folly and the Experiments
- Lead original group songwriting workshops -- Clearwater Hudson River Sloop Singer

EXPERTISE

People Skills:

Inter-group Dialogue, Group Dynamics
 Problem Solving, Cross-cultural communication

Organizational Skills:

Staff Development, Strategic Action Planning
 Youth Program Design, Social Justice Leadership

Teaching Skills:

Communication; Training Design and Delivery
 Restorative Approaches, Curriculum Development

Fun Skills:

Lead Singalongs with Guitar, Songwriting
 Tai Chi Chuan, Tennis, Golf, XC Ski

Peter Elwell

From: T4T Saves Lives <t4tsaveslives@gmail.com>
Sent: Tuesday, September 8, 2020 6:47 PM
To: Town Manager
Cc: jennifer@jenstracy.com; sophielanhou@gmail.com
Subject: T4T Proposal for Assessment of Community Safety RFP
Attachments: T4T Proposal to Brattleboro Community Safety RFP 2020.pdf

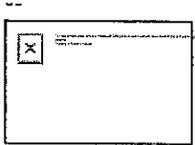
Dear Peter Elwell,

We are pleased to submit our proposal, *A Community Conscious Approach for Community Safety*, in response to the *Town of Brattleboro - Assessment of Community Safety RFP*.

We look forward to the opportunity to work with the residents of Brattleboro to bring a trauma-informed, anti-racist approach to meet the goals of the RFP.

Please contact us at the email or number below with any questions.

Best regards,
Brandon and Hun

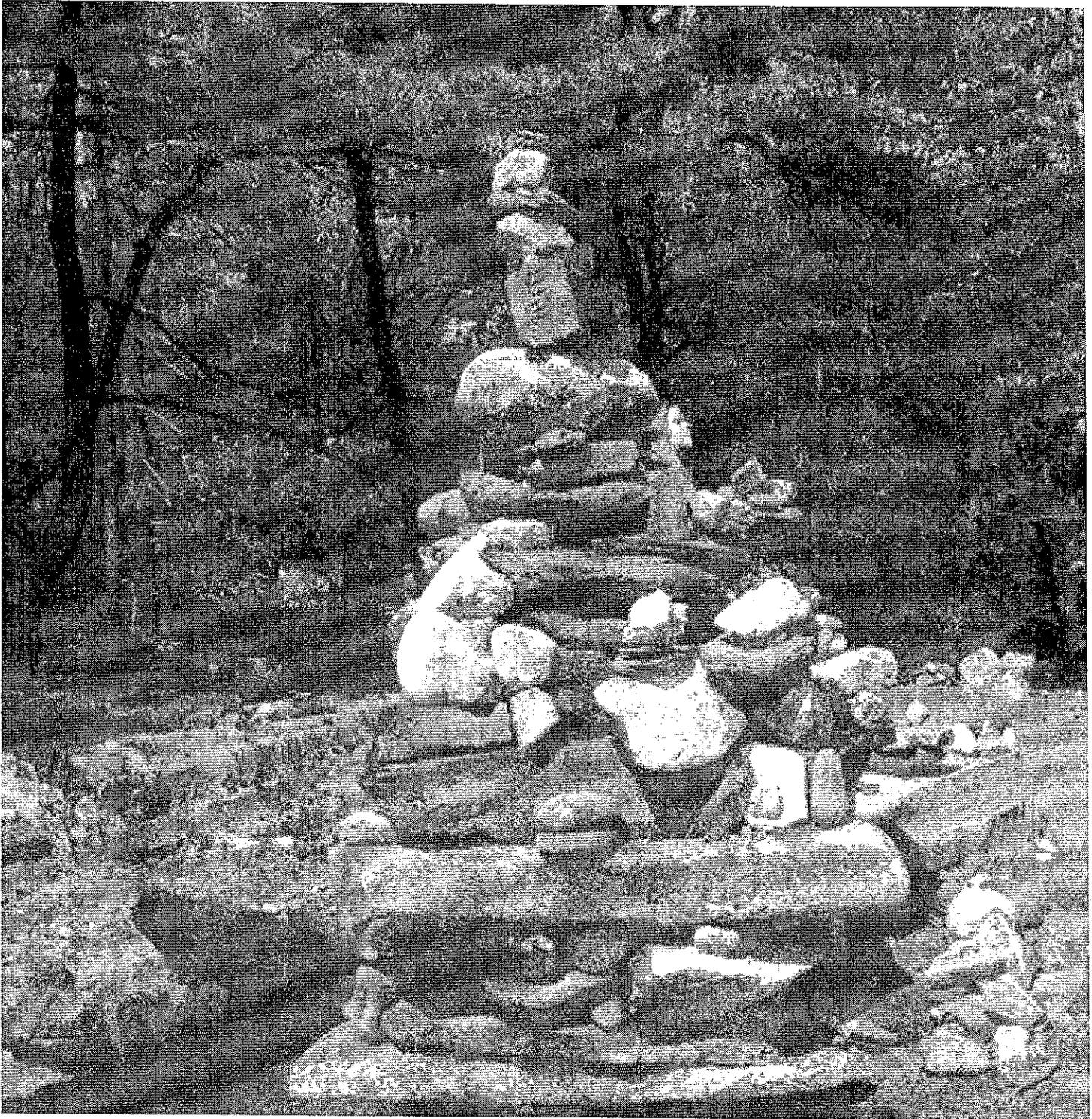


Training 4 Transformation, LLC (T4T)
Phone: (541) 224-2957
Email: T4TSavesLives@gmail.com
Web: T4TSavesLives.com
Minority Business Enterprise (MBE) #10072
Emerging Small Business (ESB)

[Diversity Trainings Usually Fail -- Here's What You Can Do To Create Lasting Changes - Forbes](#)

[Help Us STOP Police Brutality](#)

“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.” ~Arundhati Roy



A Community Conscious Approach for Community Safety

Proposal for the Town of Brattleboro – Assessment on Community Safety RFP

September 8, 2020

TRAINING 4 TRANSFORMATION



Table of Contents

About Training for Transformation	1
Introduction	2
Engagement and Partnership with the Community Safety Review Committee	3
<hr/>	
Methodology and approach	4
Foundational Principles	4
Questions to guide our research	5
Community Conscious Approach	5
Systems and Policy Review	5
Community Feedback Process	6
Collage	6
Story Circles	7
Visioning Meeting	7
Final Report	8
Other aspects of our approach	9
Valuing participants time	
Accessibility	
Safe engagement during the pandemic	
Legal transparency	
Preliminary list of potential participants	10
Potential risks to be addressed	11
Measuring success	12
Appendices	13
Appendix 1 – Schedule and Timeline (Gantt Chart)	
Appendix 2 – Budget Proposal	
Appendix 3 – About our Facilitators	
Appendix 4 – Training 4 Transformation in the media	

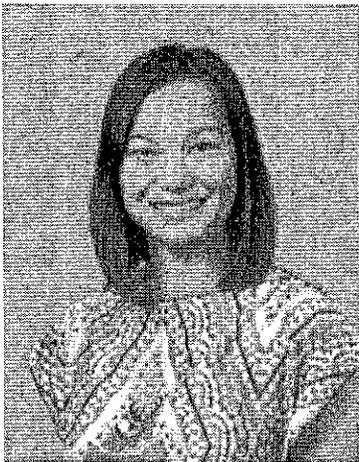


About Training 4 Transformation

Training 4 Transformation, LLC (T4T) is a Minority Business Enterprise (MBE) #10072 and Emerging Small Business (ESB) consulting firm that empowers organizations to culturally shift into becoming more equitable, inclusive and trauma informed. Our work is rooted in decolonizing practices through creating spaces and processes that support learning, growth, empathy and critical understanding of racial injustices. Ultimately, our goal is to help people recognize one another's humanity with a deep sense of collective responsibility.

T4T provides a comprehensive, transformational equity framework that includes research, monitoring, evaluation, training, facilitation, leadership development, policy development, leadership coaching, somatic approaches, and restorative circle practice to support organizations in advancing their equity vision.

T4T is proud of our track record of providing positive impact based on how we deliver multi-pronged services to reshape systems and institutions that would otherwise perpetuate inequities within communities and among staff. Centering the needs of the people closest to the pain is the clearest path to revamping and challenging the status quo. Our process includes demonstrating how to center the experiences of people who are most impacted in daily processes, and creating more equitable approaches for policy development, implementation and decision making.



Hun Taing



Brandon Lee



Sophie Lan Hou



Jennifer Tracy



Introduction

The Brattleboro Selectboard has taken a courageous step in committing resources to explore and understand the relationships between marginalized community members, law enforcement, and other social services entities. The Town has embraced an approach that leads with the guidance of community members who identify as Black, Indigenous or People of Color (BIPOC) and who bring the intuitional vision that is revealed only through lived experiences.



The Assessment on Community Safety Request For Proposals was drafted in close partnership with members of the community and published on August 19th, 2020. The RFP requests a “focused examination of how Town resources are currently utilized and can best be utilized to ensure equitable and optimal community health, wellness, and safety” with a goal of developing recommendations for consideration for the 2021 budget discussion in the first quarter of the year.

Creating community safety is an example of what is called in leadership theory, an “adaptive challenge.” Adaptive challenges are difficult to identify, require changes in approaches to the work, and must be solved by the people with the problem, using constant experimentation (Heifetz & Linsky, 2002).

In order to identify opportunities for creating “safety” as defined by the community, we must take approaches that allow people to get out of their usual ways of thinking and the limitations they might unconsciously hold. The problem-solving process must prioritize the community members most in need of the change and allow them to creatively engage so their highest visions for the community can be explored.

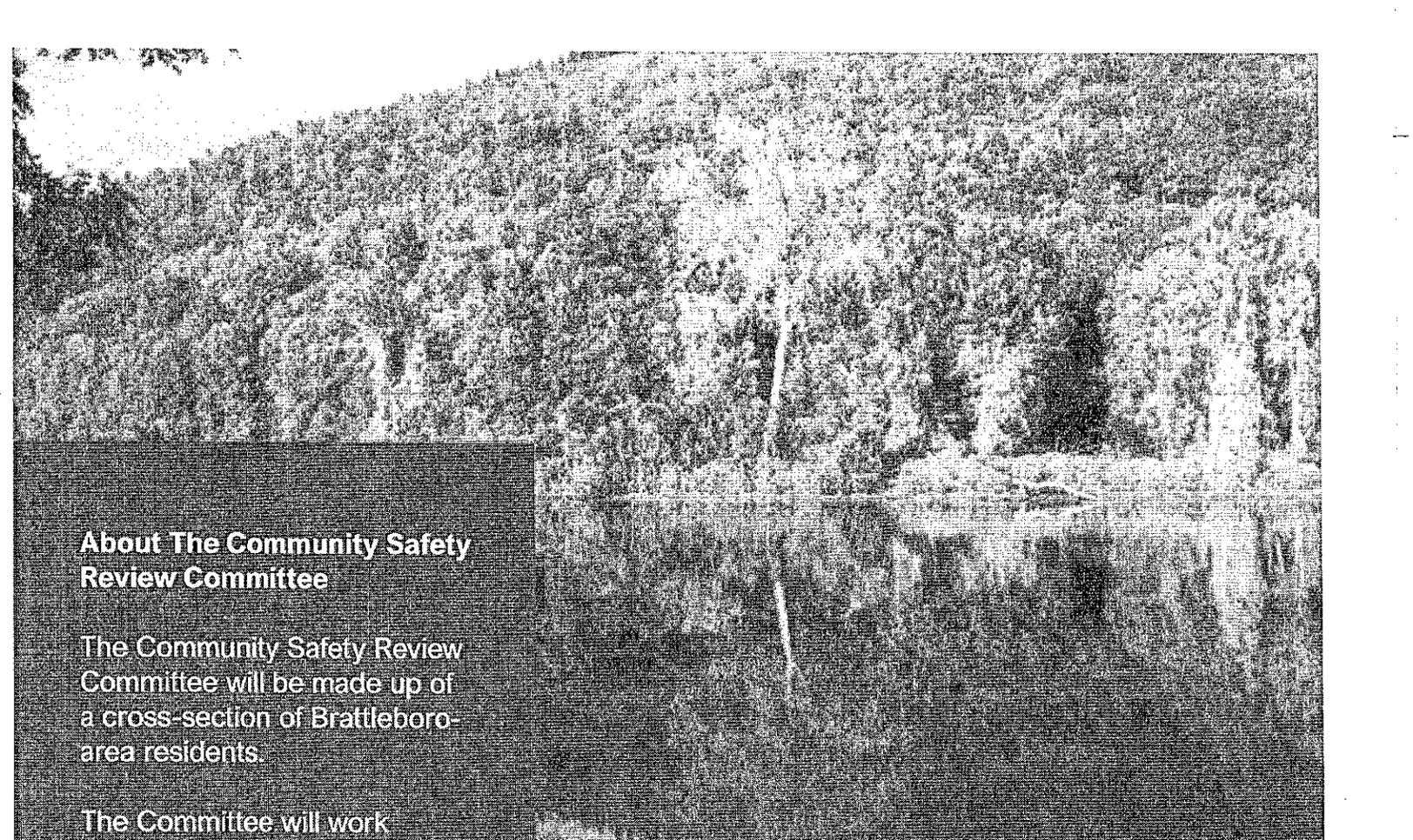
Our proposal focuses on our core values of centering people who live closest to the pain and supporting the residents of the Brattleboro community to identify their vision for safety and the concrete steps to get there.

Each step of our proposed process is rooted in decolonizing practices through creating spaces and processes that support learning, growth, empathy and critical understanding of racial injustices. We create creating brave spaces for stakeholders to re-envision community health and safety, share their respective experiences, and foster engagement and collaboration that helps people recognize one another’s humanity with a deep sense of collective responsibility.

This document covers our approach to engagement with the soon-to-be-appointed Brattleboro Community Safety Review Board, our methodology, a preliminary list of organizations and participants, risks to address, measures of success and our proposed budget. We have also included in the appendix additional community-led approaches for identifying needs and refining recommendations.

We are excited to submit our proposal for this work and look forward to the opportunity to support the boldness of the Brattleboro Selectboard and its residents.





About The Community Safety Review Committee

The Community Safety Review Committee will be made up of a cross-section of Brattleboro-area residents.

The Committee will work closely with the facilitators to advise them on gathering input from the community, provide guidance on areas to explore, participate in the interviews and data analysis (as appropriate), and jointly with the facilitator, craft reports and recommendations.

Applications will be solicited and in its selection of Committee members the Selectboard will prioritize people from marginalized populations.

Participation in this Committee will be compensated at a rate to be determined by the Selectboard.

- Per the Aug 19, 2020 RFP

Engagement and Partnership with the Brattleboro Community Safety Review Committee (CSRC)

We understand that the Brattleboro Community Safety Review Committee is intended to include those in the community who identify as part of a marginalized group. We hope this group will function as "core experts of lived experience" by bringing the wisdom of their lived experiences to guide this process.

We will bring our own facilitation expertise in collaboration with the CSRC to work closely together in order to identify those whose perspectives need to be uplifted, ensuring safety and anonymity for everyone who shares, identify and connect the dots on common themes in both personal stories and other aspects of the analysis (such as policy protocols), and to center the experience of BIPOC participants as we identify and develop recommendations.

We recognize the need to both ensure anonymity for people to share their experiences and create transparency in how those personal stories are utilized to identify themes. We have experience walking the line of protecting privacy while drawing out important insights to create a vision for the future.



In terms of engaging the CSRC, we'd like to make time to speak with each member of the CSRC in 1:1 conversations and continue to build trust and connections through a kickoff meeting where we will share the vision for the work and a draft timeline. In this meeting, we will incorporate feedback from the group and identify action items to move the project forward. The goals for this meeting will be to have everyone understand our approach, and develop an agreement on the timeline, activities, communication needs, and protocols for information security.

Facilitators will work with CSRC to identify a regular meeting schedule for updates, strategies, and information analysis. We will also include the CSRC in the development of the final report and a review of recommendations before they are finalized and shared with the Selectboard.

Methodology and Approach

Our foundational principles

T4T is founded upon three ancient principles: Interbeing, Trauma Healing, and Racial Justice. These principles inform our approaches and philosophy at every level and guide the questions we ask, the approaches we consider, and the way we interpret information. Through these principles and the lived experience of our team we are able to recognize the value and wisdom of those closest to the pain in order to create more equitable approaches to policy development, implementation, and decision making.

Our processes are based on the Experiential Learning theories of David Kolb (1984). This approach is a four-part learning style that includes

1. Concrete Experience (Feeling)
2. Reflection Observation (Watching)
3. Abstract Conceptualization (Thinking)
4. Active Experimentation (Doing)

We will include all four elements in our approach to collecting community member's experiences and developing recommendations.

T4T's Foundational Principles:

Interbeing: We all are connected, what impacts you impacts me,

Trauma Healing: Trauma filters the lenses through which we engage with one another, and

Racial Justice: Every conversation must lead with race and proportional representation of people who historically have been racially profiled and/or survivors of law enforcement violence as apart of the solution design.



Questions to guide our research

1. How does the Brattleboro Police Department support the values of anti-racism, trauma-informed approaches, nonviolence de-escalation, and the intrinsic value of human life?
2. What is the general sense or feeling about engaging with BPD for community members who are most impacted by policing? What experiences have these community members had that impact their overall feeling about policing in Brattleboro?
3. What is the vision of community safety for community members most impacted by policing? Who are the community residents who rarely get access to contributing to the design of how policing should look in the 21st century? What specifics are included and what ideas exist for making the vision real? What do community members need to cultivate trust with local law enforcement and how can every stakeholder, including the Brattleboro Police Department, work together to confront biases and rebuild a shared vision of community.

Community Conscious Approach

T4T proposes a two-pronged approach that includes review of critical information from the Brattleboro Police Department and engagement with the community to understand their needs and create a vision for what community health and safety should look like in the Town.

Our approach will both uncover systemic issues related to community safety, and use decolonized methods to create spaces for community members to identify their vision for community safety based on their insights and experiences

Systems and Policy Review

T4T will use our background in police training, accountability, policy analysis, systems thinking, and anti-racism to develop an initial assessment of the Brattleboro Police Department's recruitment and hiring processes, trainings, excessive force practices, complaint processes, stop data and the existing structures for

Client and leadership data, budgets, organizational missions, strategic plans, and annual reports from relevant area service providers will round out our assessment of the current systems from a literature review approach.

We will also explore the existing Feedback Loops that are intended to provide community accountability and transparency for community experiences with the police and other emergency responders.

The purpose of this review is to quickly identify the best practices that may already exist, along with the opportunities for embedding the values of anti-racism, trauma-informed approaches, nonviolence de-escalation, and the intrinsic value of human life

This process will require the cooperation of the Brattleboro Police Department and other organizations to make materials and information available to our team within a reasonable time frame.



Community Feedback Process: Creating a vision for Community Health and Safety

Traditional approaches to addressing community issues often involve people being asked to repeat their experiences, often more than once, in ways that can trigger their trauma. These approaches discourage participation by those who have the most important and relevant insights to share.

In order to meet the needs of the community, both in terms of identifying recommendations for making - - change, and to avoid retraumatizing participants, we propose using a Human Centered Design approach that prioritizes empathy and consumer needs. Each participant will receive a monetary stipend in order to value their time and the expertise that they bring. Compensation for feedback is an important part of creating equity in community research and engagement. We hope these stipends will be a means of support for the time and effort it takes to explore what can be a difficult and stressful topic.

With the short timeframe, our goal is to engage at least 15-30 community members in this process.

Experiential Learning: Feeling and Watching

We plan to start with visioning process to allow participants to use their experiences with law enforcement to identify the core elements and values of a truly safe and healthy community.

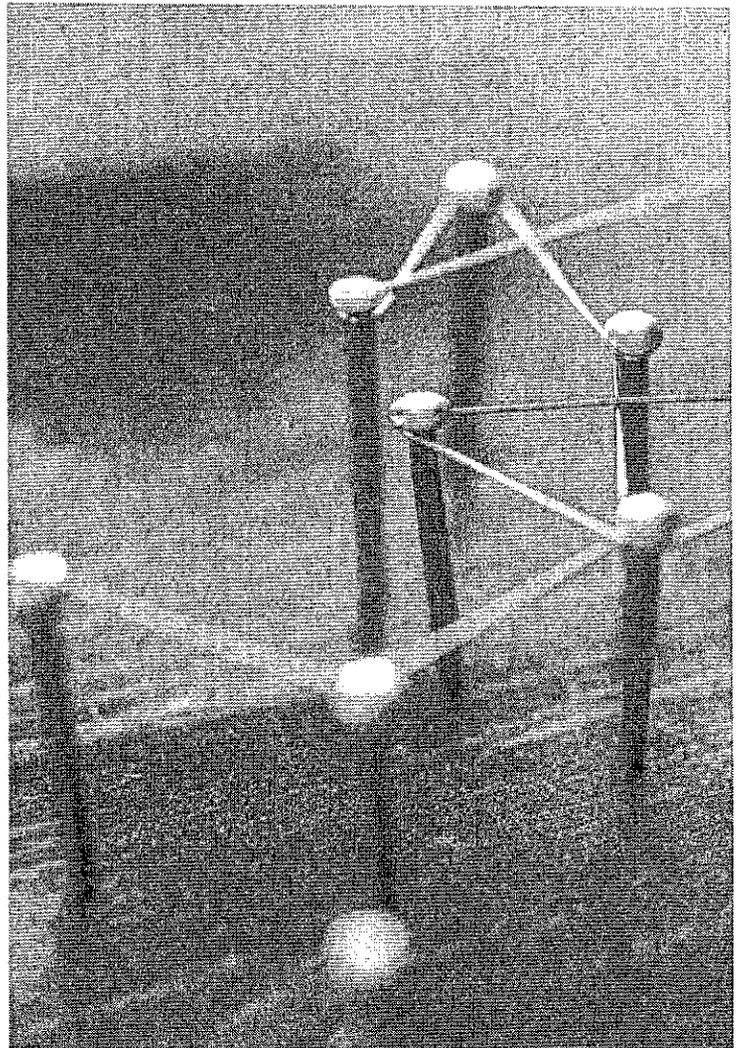
By grounding in vision as a pathway to articulate values, we can better identify where there are gaps in the existing system and create opportunities to explore how to address those gaps.

Using this approach, participants may still share about their experiences with law enforcement, but they can do so on their own terms, with the level of anonymity they need, and through processes that are focused on healing.

Some ideas for nontraditional engagement include:

Collage Development

In part one of the process, participants receive a "collage kit" and participate in a short training. They will create a collage in response to a prompt such as "What does community health and safety look like to you?"



Story Circles

Depending on social distancing options, community members can gather virtually or in person for a guided process to imagine what community health and safety feels like, tastes like, sounds like, etc. We will reflect on the collages that were created and respond to a follow up questions such as, "What common themes about safety do you recognize?"

The story circle is an opportunity for people to share their experiences with law enforcement, including experiences of harm, within a healing setting. We may use somatic approaches such as presenting ourselves to a story or experience, locating a response in the body, and expressing it in movement or pose. Alternatively people can illustrate their experience or response, such as using chairs to illuminate power dynamics (eg, chairs in circles, pyramid of chairs vs alone, back turned).

These activities capture the the first two phases of Kolb's Learning Theory (*Feeling* and *Watching*). We plan to vet and refine these approaches with the Community Safety Review Committee to ensure they will meet the needs of the target communities.

Combining Analysis and Community Feedback

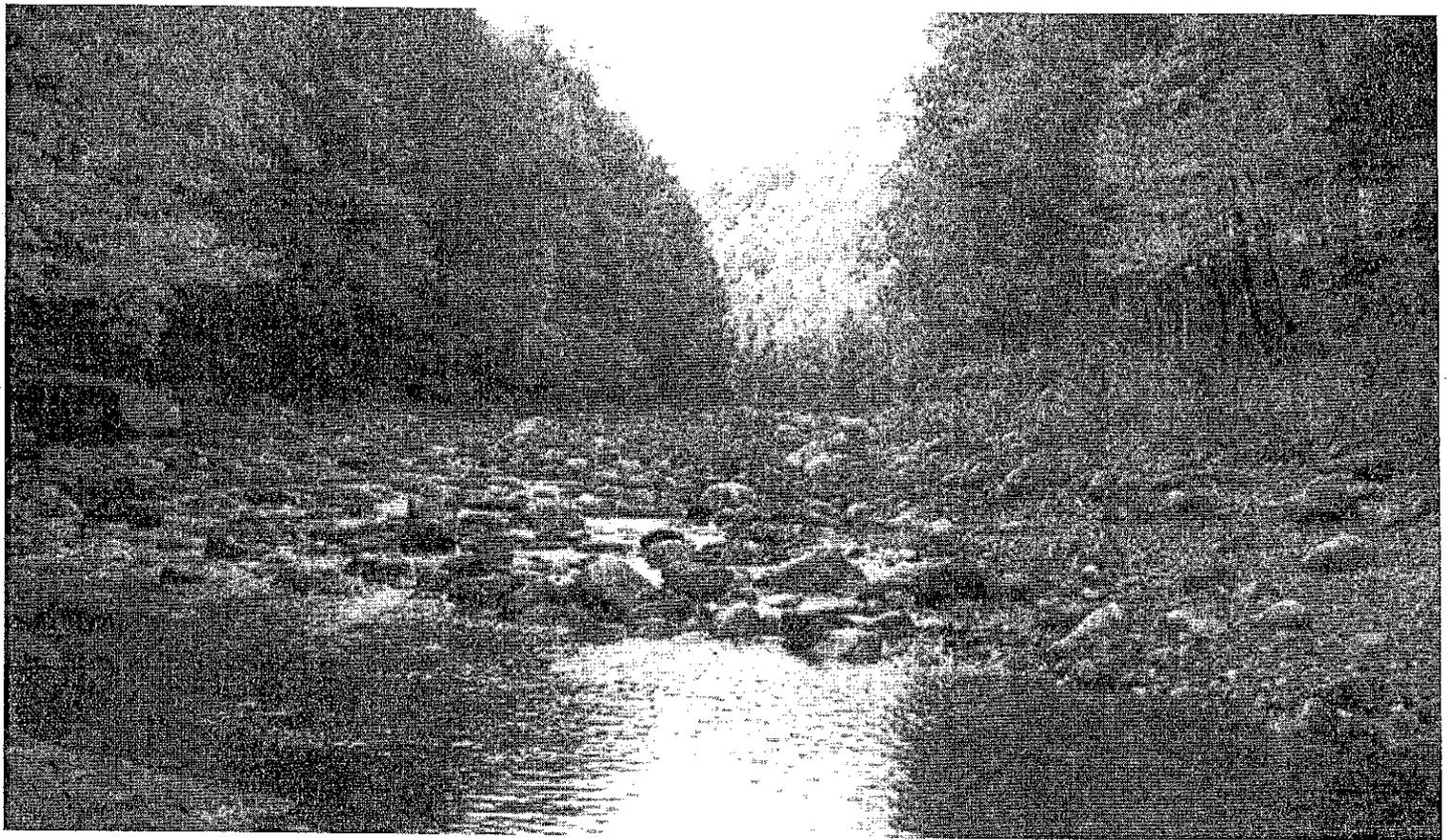
In the next step, our team will pull together the findings from the visioning session to identify themes, recommendations and new insights.

We will combine the findings with our policing analysis. This comparative summary will allow us to connect the dots about where policy, procedures, and resources may fall short of meeting the needs of community residents that live closest to the pain.

Experiential Learning: Thinking and Doing

For the *Thinking* and *Doing* phases of the learning process, we will create a process for reflection and feedback on the outcomes of the analysis. One way of doing this could be through a *Visioning Workshop (in person, online or hybrid)*.





In the Visioning Workshop we will present analysis findings in an accessible way (visual posters, persona summaries, etc) in order to ground the group in a shared understanding of the priorities that were identified and the current status of law enforcement policies and procedures.

Then we will utilize engaging ways for participants to create their own priority lists, identify missing information, and affirm the recommendations to include in the report. For example, using card sorting exercises, collaging, A/B testing or other practices, we can engage participants to use their experiences in a forward thinking and healing way.

This process may be completed through a hybrid virtual/in person approach (if social distancing measures allow) or completely virtually with kits mailed to participants that we will walk through together.

Final Report

Our final report will include a summary of our approach, including photos of the collages or other physical renderings created by participants (with their permission), findings from each of the steps in our process, and the recommendations identified by the community.

By the end of the process we expect that members of the community, the Town leadership, law enforcement, and others with power will have a clear understanding of the collective vision of community safety, the initial gaps that must be addressed, and ideas for next steps to address the problems of inequity.

As a result, a cultural paradigm shift will be able to occur where the community becomes even more empowered as a civic partner by what they discover, and the institutions become organically more reflective of the people they serve.





Other aspects of our approach

Valuing Participant's Experiences & Time

One of the most important aspects of engaging people to share their experience and expertise is to ensure their time is valued. We propose that each participant receive a stipend for each time they engage in the research process and share their experience, perspective, and insights. This stipend could be paid directly by our consulting team (in order to assure anonymity for participants) or through some other means that the Town could support in partnership with our team (see our budget document for more information).

Accessibility

Our proposal is developed under the assumption that the Town of Brattleboro will provide accessibility accommodations for participants with disabilities (eg, deaf/hard of hearing, color blind, physical disability, cognitive disability, visually impaired) per the ADA requirements, and for language translation. T4T will work closely with the Town to ensure those services can be made available. We will also create materials to meet the needs of those with low reading skills.

Safe Engagement During the Pandemic

Our team is experienced using Zoom for a variety of meetings and conversations; Mural.co is an online platform for group brainstorming. We will also use postal mail to send project resources to participants (such as cards for card-sorting prioritization activities). We have existing relationships with community leaders in Brattleboro and will reach out for support of in-person gatherings when feasible and under the guidance of health department protocols.

Legal Transparency

T4T will create a legal document that explains each participant's rights in their participation in the interviews and research, and their protections in the sharing of their personal and private information. We will also ask that they identify any conflicts of interest based on employment or other affiliations. This document will also address legal liabilities and redress of grievances.



Preliminary list of potential participants

In addition to the relevant government entities, we will connect with organizations that have a history of trust with and connection to marginalized communities in the Brattleboro area, including, but not limited to:

ACLU-VT

Black Lives Matter Vermont
 Brattleboro Common Sense
 Brattleboro Police Department
 Community Voices for Immigrant Rights
 Governor's Workforce Equity & Diversity Council
 Justice for All
 Lost River Racial Justice
 NAACP
 Native American (Abenaki Tribe)

Peace and Justice Center's Racial Justice Program

The Root Social Justice Center - Coalition "leader" -
 Shela Lenton
 UVM Mosaic Center for Students of Color
 Vermont Human Rights Commission
 Vermont Partnership for Fairness and Diversity
 Vermont Racial Justice Alliance

We will work closely with community-based organizations and the CSRC to connect with participants who identify as members of marginalized groups, including, but not limited to:

Black, Indigenous, and People of Color
 Psychiatrically-labeled people
 People who use or have used drugs
 People who have experienced incarceration or arrest
 People who have or are currently experiencing houselessness
 People whose identity challenges currently accepted gender roles and/or sexual relationships
 People who primarily speak languages other than english
 People who have physical disabilities including people who use wheelchairs and/or are visually impaired or deaf/hard of hearing
 People who have experienced the foster care system
 Survivors of domestic violence and other types of abuse.



Potential risks to be addressed

Timeline

The scope of work for this project is being driven by the desire for the Selectboard to respond quickly to the needs of the community by generating recommendations in time for the annual budget meeting in January. ~~Communities across the country are grappling with a push/pull conflict of the urgency of change vs the necessity of developing leadership and guidance from within the communities most impacted by policing.~~

We know that equitable community engagement requires time, care and space because we need to honor their time and availability especially during the pandemic. Our proposal focuses on utilizing trauma informed approaches to engage participants in these first steps toward creating change. With this focused scope, we believe we can meet the timeline and support the community's need for decisive next steps.

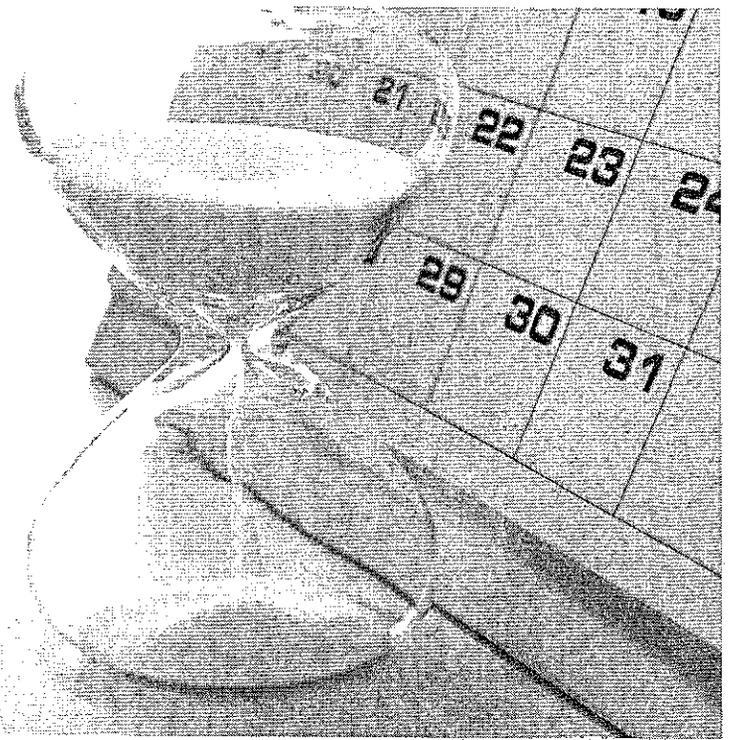
Responses to Information Requests

We will be able to make immediate requests to the Brattleboro Police Department and the Town for the documents and data we need for our policy assessments. Reasonable and efficient responses to the requests will allow us to meet the proposed timeline for this aspect of the research.

Anonymity of participants

While we will be diligent about protecting participant information, we recognize the concern that even limited details could be used to identify someone. We also acknowledge that since Brattleboro is a small tight knit community that even with removing names and identifiable information we may not have complete control over assumptions that community members may make based on the feedback.

Our team will use a standard protocol to remove identifying information and/or condense multiple stories into one (such as in a journey map) in order to capture the most important elements of each experience while protecting peoples' identities.



Measuring Success

Public participation and involvement is at the heart of our approach, but the success of this effort must ultimately be defined by those the project is intended to support. We will use both quantitative and qualitative approaches to measure our success based on the assumptions created by the community and identified in the RFP.

Quantitative Measures

Our report will include a list of all meetings and conversations, with names kept anonymous as needed, and identify:

- How accessibility needs were identified and addressed (such as use of interpreters),
- Which meetings were open to the public,
- If the meetings were virtual or in person,
- When childcare was requested and made available
- Any requests for accessibility that we were unable to meet, if any, and how we addressed the barrier.

We will include a summary of the populations we prioritized in our research and how we worked to ensure their representation was significant and not tokenized.

All publicly shared materials will be made accessible for public consumption. We will work with the Town of Brattleboro to meet this need.

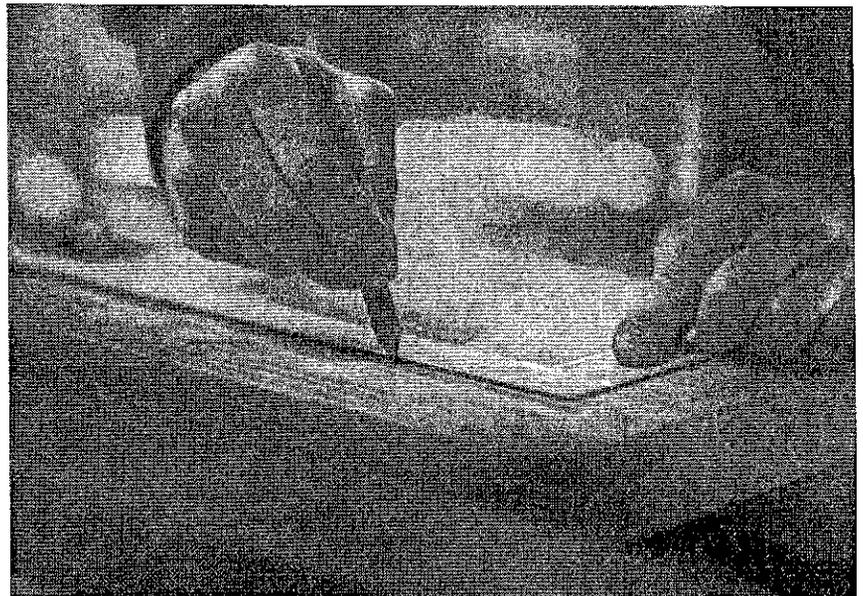
For any in-person meetings, we will identify in our report why the location was chosen as a trusted and comfortable location for participants.

Qualitative Measures

Each meeting or session will include a survey to ask questions, such as, “How much did you feel like you were welcome/belonged?” and “How much were your accessibility needs met?”

The surveys will use a scale of 1-10 and responses will be assessed throughout the project and included in the final report.

We will request feedback from the CSRC and research participants about if they feel the facilitators met a reasonable standard for the requirements including: information security and anonymity, meeting accessibility in all forms (disability, days and times, childcare, etc), meeting locations in trusted spaces, anti-racism approaches, and their view of the final recommendations.



Appendices

Appendix 1 – Schedule and Timeline (Gantt Chart)

Appendix 2 – Budget Proposal

Appendix 3 – Training 4 Transformation in Vermont Media

Appendix 4 – About our Facilitators & Resumes

Appendix 5 – Phase 2 Approaches for Next Steps



Estimated Timeline	Sept 21 Week 1	Sept 28 Week 2	Oct 5 Week 3	Oct 12 Week 4	Oct 19 Week 5	Oct 26 Week 6	Nov 2 Week 7	Nov 9 Week 8	Nov 16 Week 9	Nov 23 Week 10 [Thanksgiving]	Nov 30 Week 11	Dec 7 Week 12	Dec 14 Week 13	Dec 21 Week 14 [Holiday]	Dec 28 Week 15	Month January	Month February	Month March
CSRC Coordination	Kick off Meeting	CSRC Check In	CSRC Check In	CSRC Check In	CSRC Check In	CSRC Check In	CSRC Check In	CSRC Check In	CSRC Check In	CSRC Check In								
Systems Review	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents									
Police Dept Review	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents									
Community Engagement	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents									
Finalize and Approve	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents									
Report Writing	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents									
City Council Support	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents	Request Documents									

Task	Start	End	Notes
Develop Community Feedback Plan	Week 1	Week 2	Reach out to participants, College Development
Develop Draft Recommendations	Week 3	Week 4	Develop Draft Recommendations
Draft report sections on the analysis, feedback sessions, interviews	Week 5	Week 6	Draft report sections on the analysis, feedback sessions, interviews
Finalize report in partnership with BCSC	Week 7	Week 8	Finalize report in partnership with BCSC
REPORT DUE	Week 9	Week 10	REPORT DUE

Milestone Dates

Meet with CSRC Members	Week 1 & 2
Ongoing CSRC Meetings	Weekly throughout the Project & as needed
Request Documents for Systems Review	Week 1 & 2
Conduct analysis and set up community engagements	Weeks 3-5
Community Engagement - Collage Project	Weeks 6 & 7
Community Engagement - Story Circles	Week 8 & 9
Community Engagement - Visioning Meeting	Weeks 11 & 12
Finalize Report for CSRC Review	Week 13
Submit Final Report	Week 15
Support for the Select Board	Jan - Mar 2021

Budget Proposal - Brattletown Community Safety

Training 4 Transformation, LLC
 20329 SW Rock Ct
 Beaverton, OR 97003
 541-224-2589

**This budget proposal assumes that we are operating virtually, thus there is no travel expenses included

DESCRIPTION	Hours	# of consultant	Total Hrs Spent	Hourly Rate	Total
Review of existing manuals, systems and providers (October)					
Literature Review					
Coordinate and request relevant information including budgets, manuals, client data, leadership data, organizational missions, complaints, strategic plans, annual reports from service providers	3	1	3	\$275.00	\$825.00
Review and assess documents	6	1	6	\$275.00	\$1,650.00
Review existing feedback loops and effectiveness	3	1	3	\$275.00	\$825.00
Total					\$3,300

DESCRIPTION	Hours	# of consultant	Total Hrs Spent	Hourly Rate	Total
Examine recruitment and hiring practices	4	2	8	\$275.00	\$2,200.00
Examine excessive force practices	4	2	8	\$275.00	\$2,200.00
Examine complaint process and stop data	4	2	8	\$275.00	\$2,200.00
Examine trainings	4	2	8	\$275.00	\$2,200.00
Examine community policing practice, boards, commissions, committees	4	2	8	\$275.00	\$2,200.00
Total					\$11,000

DESCRIPTION	Hours	# of consultant	Total Hrs Spent	Hourly Rate	Total
Community Feedback Process (October-November)					
Logistics/communication/coordination of meetings	4	2	8	\$275.00	\$2,200.00
Develop process	6	2	12	\$275.00	\$3,300.00
Identify, communicate and follow-up with participants	4	2	8	\$275.00	\$2,200.00
Facilitate session	3	2	6	\$275.00	\$1,650.00
Organize feedback data for analysis	4	2	8	\$275.00	\$2,200.00
Story Circles					
Logistics/communication/coordination of meetings	2	2	4	\$275.00	\$1,100.00
Develop process for story circle	6	2	12	\$275.00	\$3,300.00
Facilitate story circle	3	2	6	\$275.00	\$1,650.00
Organize feedback data for analysis	4	2	8	\$275.00	\$2,200.00
Listening & Recommendation Development (2 sessions)					
Logistics/communication/coordination of meetings	2	2	4	\$275.00	\$1,100.00
Develop process for story circle	6	2	12	\$275.00	\$3,300.00
Facilitate story circle (3 hrs x 2 session)	6	2	12	\$275.00	\$3,300.00
Organize feedback data for analysis (4 hrs x 2 session)	8	2	16	\$275.00	\$4,400.00
Community Feedback Sessions					\$31,900.00

DESCRIPTION	Hours	# of consultant	Total Hrs Spent	Hourly Rate	Total
Collaboration with Community Safety Review Committee (Ongoing)					
Emails, follow-up conversations, meeting coordination	12	2	24	\$275.00	\$6,600.00
Weekly check-ins with City of Brattletown's project manager (Sept 28-Mar 31)	30	2	60	\$275.00	\$16,500.00
Prepare for facilitation for monthly Community Safety Review Committee meetings (6 mtgs Oct-Mar)	24	2	48	\$275.00	\$13,200.00
Facilitate monthly Community Safety Review Committee meetings (6 mtgs Oct-Mar)	12	2	24	\$275.00	\$6,600.00
1 on 1 meetings with each Committee members (estimate of 11 committee members)	11	2	22	\$275.00	\$6,050.00
Consulting hours with Committee members in between meetings	12	2	24	\$275.00	\$6,600.00
Review materials, organize meeting notes	6	1	6	\$275.00	\$1,650.00
Total					\$67,200

DESCRIPTION	Hours	# of consultant	Total Hrs Spent	Hourly Rate	Total
Develop final recommendations (December)					
Finalize recommendation report	20	2	40	\$275.00	\$11,000.00
Total Cost					\$11,000

DESCRIPTION	Hours	# of consultant	Total Hrs Spent	Hourly Rate	Total
Other City Expenses Related to the Project					
Travel and lodging for 2 facilitators for 3 nights for the 2 listening sessions: \$1000 for flight, \$600 for lodging, \$200 transportation to and from airport					\$1,800.00
Collage kits - \$20 each x 30					\$360.00
Total Cost					\$2,160

T4T Grand Total \$116,500

Other City Expenses Related to the Project

Stipends for participants (\$100/participant x up to 30 participant x up to 3 engagements = \$9,000)

Childcare/food for participants

ADA accommodations

Translation/Interpretation

Training 4 Transformation in the Media

The School for International Training Graduate Institute Presents: Community Conscious Policing

"SIT Graduate Institute hosted alumni Brandon Lee of T4T (Training For Transformation) as part of All SIT Time. T4T's trademarked "Community Conscious Policing" is a workshop-based curriculum that trains police departments and others in a "culturally competent, equitable and empathetic approach to community engagement."

Letter from A. Nelson (Brattleboro resident): Bringing Community Conscious Policing to Vermont

"A couple of weeks ago, I had the opportunity to attend a meeting about Community Conscious Policing (created by Brandon Lee at Training4Transformation). It was extremely eye opening and a breath of fresh air. There were 20 people there from all walks of life. There were correctional officers, Family First employees, racial justice activists, politicians, victims of police brutality, Brattleboro Police Department officers and deputies from the Windham County Sheriff's Department, etc. You get the idea. I had no idea how this was going to go.

I was pleasantly surprised. People shared their personal experiences. Some talked about what it is to be black in Brattleboro, some talked about their encounters and their friends' encounters with the police, some shared what it's like to be police in this community, and everybody listened to each other. There was a lot of deep listening on all parts. There was respect in the room, coming and going in all directions. People got the opportunity to speak from their hearts and be heard.

I really do feel that our local police department, our county sheriff's department, and our state police department could create a wonderful model of Community Conscious Policing for the rest of the country!! (It's been done in some communities already ... and it's working.)"

Portland Hires Training 4 Transformation for New Community Policing Group

"The City is excited about the opportunity to improve upon the community engagement and oversight process of the settlement agreement," Mayor Ted Wheeler said in a statement. "We remain committed to a more authentic, transparent process that centers the experiences of people impacted most. We look forward to engaging with the community in this process..."

"Training 4 Transformation...will help establish an 'equitable process' for recruiting and selecting committee members, plan a retreat for the committee, ensure 'group cohesion' by setting ground rules and a vision for the committee's work and facilitate its public meetings, the City said."



About Our Facilitators

Brandon Lee

Brandon, Co-Founder and Principal of Training 4 Transformation, is a proud Black man from Oakland, California who has lived and worked in the Portland metro area for the past six years. He is the author of *Best Practices in Community Conscious Policing: A Reflection on Law Enforcement Community Building Workshops*, a culmination of ~~tens years of qualitative and quantitative research~~ on policing across the U.S. Brandon developed Community Conscious Policing, a community engagement process that builds trust between law enforcement and communities they serve. With over six years of Community Conscious Policing consulting experience with facilitation, training, coaching, community engagement and policy and program development, Brandon brings clarity, courage and accountability to community engaged policing efforts.

He is especially skilled at facilitating under pressure where there's high racial tension and polarization involving accountability or community traumas. As a Black man who has personally advocated for justice and has spent a lifetime empowering others to do the same, he brings and builds a high level of credibility to government processes with community members who are closest to the pain.

Brandon served as one of the main facilitators for the Portland Committee on Community Engaged Policing (PCCEP) for the City of Portland's Mayor's office. His role included identifying and recruiting impacted community members to apply to serve on PCCEP. Brandon generated a historic application pool of 100 impacted community members because of his ability to connect and build trust with BIPOC, people with disabilities, youth, immigrants and refugees.

Through his outreach and genuine one on one engagements with impacted community members, he gathered invaluable data about the communities' experiences with Portland Police that informed strategies and recommendations. He also co-designed and facilitated all the committee meetings with Hun Taing moving them through trust building, establishing decision making processes, identifying priorities, clarifying approach, analyzing current practices and policies.

As a partner in Training 4 Transformation, Brandon led the Police Accountability Team (PAT) at First Unitarian Church of Portland. They initially met together to review his book preparing them for their future work. Recently, PAT was invited by Governor Kate Brown's Office and Director Eriks Gabliks from the Department of Public Safety Standards and Training (DPSST) to support them in revamping DPSST's training for all of law enforcement in Oregon. This process will include auditing classes at the state training facility, providing feedback from a racial equity lens and training the trainers in Community Conscious Policing best practices.

Brandon has a Masters in Teaching English to Speakers of Other Languages (MATESOL) from the School of International Training Graduate Institute (SIT) in Brattleboro. He lived in Brattleboro for three years and is familiar with the rural, tight knit and progressive community that sometimes overlooks the unique experiences of BIPOC members. Brandon also has a Bachelor of Arts in Public Policy and Spanish from Houston Baptist University in Texas.



Brandon Lee, M.A.T.

Career Profile

- ~~Strategic Equity and Inclusion Consultant, Facilitator and Coach - Washington County, Oregon~~
- Host of Racism, Trauma & Healing Workshops - Portland Office of Community & Civic Life
- Established the Portland Committee on Community Engaged Policing - Mayor's Office (2018)
- Multicultural Center Coordinator and Faculty - Portland Community College
- Co-Chair of the Diversity Council with the President - Portland Community College
- Director of the Center for Fraternity and Sorority Life - Oregon State University
- Assistant Director of Student Leadership & Involvement and Faculty - Oregon State University
- Lecturer - University of Delaware English Language Institute
- English as a 2nd Language Teacher Trainer - Language & Culture Coach - University of San Diego
- English as a Foreign Language Instructor - La Universidad Autónoma del Estado de Hidalgo (UAEH)

Education

School for International Training Graduate Institute (SIT)

Master of Arts in Teaching English to Speakers of Other Languages (M.A.T.)

Internationalist - Studied Advanced Spanish & Beginning Turkish

Author of the SIT Diversity Proposal

- Passed unanimously by the student government (SITSA) and implemented by the Board of Trustees

Houston Baptist University

Bachelor of Arts in Public Policy and Spanish (double major)

Texas State Certified Mortgage Broker #77779

Owner of EPU Development Services

Quadrupled sales in less than 3 years

International Background

- University of Havana (UH) Study Abroad - International Business - Havana, Cuba
- International Aids Health Conference - Translator for U.S. doctors - Barcelona, Spain
- Baylor University Semester Abroad - Family Homestay - Madrid, Spain
- El Centro Mexicano Internacional - Family Homestay - Morelia, Mexico
- Experiment in International Living - Semester Abroad - Homestay - Granada, Spain
- Taught English as a Foreign Language - Semester Abroad - University of Mexico (UAEH)

Experience

Co-Founder and Social Entrepreneur

Training 4 Transformation (Fall 2014 - present)

- Minority Business Enterprise / Emerging Small Business #10072

*T4T brings a demonstrated commitment to race equity and incorporating a structural power analysis into our work, with knowledge and understanding of how power is manifested in matters of race, ethnicity, age, gender, sexual orientation, gender identity, gender expression, religion, ability and socio-economic circumstances

Duties

- Fundraising, Executive & Administrative duties, Coordinating Volunteers & Interns
- Research, recommend external partnerships and tools that deliver impact for high performance teams / companies
- Conduct industry market analysis and audience positioning for clients
- Collaborate with key stakeholders to craft strategy and plan diversity, inclusion & belonging programs
- Partner with clients to increase the pipeline of diverse candidates across all experience levels & disciplines
- Identify unique opportunities for companies to incorporate Diversity, Inclusion & Belonging into business decisions
- Coordinate with all relevant stakeholders to develop and agree on project scopes, objectives and deadlines

A. Strategic Equity and Inclusion Consultant, Facilitator & Coach

Washington County Department of Health and Human Services (Jan. 2020 - present)

1. Leadership & Staff Trainings
2. One-on-One Leadership Coaching
3. Recruitment and Retention for BIPOC employees
4. "Real Talks" for employees, supervisors, Board of Commissioners and Sheriff's Office
5. Establish Employee Resource Groups based on affinity and White Learning Spaces
6. Diversity, Equity & Inclusion Plan (5 Year)
 - Create structures, processes and systems for organizational and workforce development
 - Review, assess and recommend policy changes to reflect organizational goals and vision
 - Develop communication plans and messaging to ensure alignment, buy-in and transparency

B. Training Facilitator

Racism, Trauma & Healing Woke-shops

Constructing Civic Dialogues

Commissioner Eudaly, City of Portland (January 2018 - current)

Tasks

Trauma is a huge part of our lived experience and shapes how we respond to the world. We will develop a shared language and understanding of the historical, intergenerational and cultural trauma and the disproportionate impacts on Black, Indigenous and People of Color. You will be able to recognize your own trauma responses, tools to center ourselves when triggered and strategies to navigate during and after the incident. We will also learn all the possible trauma responses so that you are able to recognize it in others and respond in a trauma informed way.

C. Training Facilitator

Portland Committee on Community Engaged Policing (PCCEP)

Mayor's Office, City of Portland (January 2018 - December 2018)

Deliverables

- Supported the City in establishing PCCEP to fulfill the community oversight requirement of the settlement agreement between USDOJ vs. the City of Portland & Portland Police Bureau
- Testified before City Council and the U.S. District Court for the District of Oregon
- Collaborated with the U.S. Department of Justice
- Supported the PCCEP so that it could: solidify as a group, determine its approach to the work and create policies and procedures that support its long-term success
- Developed communication and outreach structures to engage the community for educational and recruitment purposes
- Established an equitable process for the selection of PCCEP
- Facilitated Selection Advisory Committee meeting
- Demonstrated ability to negotiate, compromise and problem solve in coalition settings
- Worked with the PCCEP Project Manager to create an on-boarding and training plan that included a retreat
- Supported PCCEP in creating and managing its Work Plan
- Provided guidance on prioritizing PCCEP's tasks into a manageable work plan, with particular focus on the first year
- Facilitated Public Meetings/Town Halls
- Brought knowledge of state and local government politics

Hun Taing

Hun Taing is a Co-Founder and Principal of Training 4 Transformation. She has over fifteen years of lived, educational and professional expertise in the field of diversity, equity and inclusion through developing community engagement, designing tailored training, consulting, coaching, facilitating group processes, assessment, evaluation and policy development. She has a long track record of creating spaces of belonging for historically marginalized groups including youth, Black, Indigenous, People of Color, immigrants and refugees, English language learners, LGBTQ+, people with disabilities and communities in recovery.

Currently, Brandon and Hun are working with the Washington County Sheriff's Office (WCSCO) to support them in establishing a Latino Advisory Commission. Recently, a video of a Deputy using excessive force with a Latino man went viral in the community. Latino leaders demanded accountability by pushing for the establishment of an advisory commission. Our role is to facilitate the establishment of this Commission to ensure that the interest of Latino members are seen, heard and validated in their policies, decisions and engagement with the community. Hun facilitated a session on clarifying the purpose, outcomes and process of this Commission. We were hired to establish an equitable and meaningful process that can be duplicated with other impacted groups where community members can have a formal seat at the table to improve policing practices in WCSCO.

Her role with the Portland Committee on Community Engaged Policing (PCCEP) included designing and co-facilitating the onboarding process for committee members and facilitating the monthly committee meetings.

Her expertise included setting up PCCEP for success by building the foundational pieces of a committee process including facilitating a session on how the group will come to a decision, creating a feedback loop with community members and stakeholder groups, group agreements for meetings and roles and responsibilities of all those involved.

As the Community Engagement Coordinator for Portland Parks and Recreation, she designed, recruited and facilitated large scale non-traditional community feedback sessions that included games, activities, cultural foods and dynamic creative engagements of participants of all ages, income level, race, gender, ethnicity and languages. These non-traditional community gatherings generated invaluable feedback for park planning and design processes and has left a legacy on how Portland Parks and Recreation engages with vulnerable populations.

Her work is informed by her lived experience as a Cambodian genocide survivor and refugee, where transforming violence in all forms and creating spaces for connection and healing are her passion. She holds a Masters in Conflict Transformation from the School for International Training where she spent five transformative years living in Brattleboro. Hun has a special love and commitment to the Brattleboro community. She also holds a Bachelors of Arts in Sociology from the University of California, Santa Barbara.



Hun Taing (she/her)

Beaverton, OR | 971-297-0421 | taing.hun@gmail.com | <https://www.linkedin.com/in/hun-taing-604350133/>

SUMMARY

A system change catalyst dedicated to helping organizations and communities build a deep sense of collective responsibility

SKILLS

System level strategy, design and execution

Trauma Informed Change Management

Culture & Organizational Development

Leadership Coaching & Development

Equity & Belonging Culture Change

Facilitation, Training & Learning

Development

Transformative Learning Processes

Project Management of Equity Initiatives

Adult Learning & Experiential Learning Design

Assessment and Evaluation Design

Policy Analysis & Development

Culturally Responsive Employee Engagement

Professional Experience

Equity and Inclusion Manager, Multnomah County Health Department (12/2017-Present)

- Support culture development by creating and communicating a change vision, empowering employees through the change and identifying and removing barriers to change
- Lead the execution of learning and employee development strategies to meet short and long term business goals
- Serve as a thought partner with leadership team to execute system wide vision, strategy and change
- Provide coaching, support, advice, and guidance to over two hundred leaders on navigating challenging interpersonal dynamics, especially across identity, positional authority and everyday leadership
- Design vision, strategy and implementation for a 9-month Equity Leadership Program for 30 employees to deepen their skills in project management and advancing equity and inclusion initiatives in the county. This program was tailored for the professional development of Black, Indigenous and People of Color to increase promotional opportunities.
- Manage multiple projects while consistently meeting deadlines in an ever changing and ambiguous environment
- Build and ensure effective relationships across department and work collaboratively with teams to develop strategic solutions
- Project manage and facilitated cross-functional working teams to launch timely and effective equity programs such as Workforce Equity Strategic Plan

Trauma Healing Manager, Multnomah County Health Department (10/2016 - 12/2017)

- Responsible for shifting the department's culture to a trauma informed organization that understood the intersection of trauma and racism.
- Designed and deliver equity-centered trauma informed practice trainings for health care workers
- Provided regular equity-centered conflict transformation support, interventions and training for teams and individuals
- Provided rapid response support to urgent traumatic situations by meeting the needs of the victims, informing communication plans and identifying strategic response. Developed protocols to establish resources and streamline decisions so that our response is timely, proactive and thoughtful.
- Facilitated weekly mindfulness practice for employees
- Established trusting and authentic working relationships across all levels of the organization and identities

Co-Owner, Training for Transformation, LLC, (MBE / ESB #10072), Oregon (2014-present)

- Training for Transformation, LLC is a minority women emerging small business (MWESB) that specializes in supporting organizations to set vision for systems-level change with services such as: executive coaching, organizational development, strategic planning, leadership development, trainings, facilitation, equity audits, monitoring, evaluation and needs assessment
- As the Co-Owner, I provide consultation with clients helping them identify their needs, gaps, opportunities and desired outcomes, and work with them to tailor a plan that meets their needs

CLIENTS

- Washington County, County Administrative Office (FY 2020-2021)
 - Hired to support Washington County 2,500 employees and leadership to navigate a racial conflict compounded by the disproportionate impact of Covid-19 on Black, Indigenous, and People of Color and the national uprising against police killings of Black people.
 - Facilitated ten restorative circle processes organized by affinity groups for honest and vulnerable conversations regarding race to increase connection, awareness, support and empathy.
 - Trained, coached and advised thirty six senior leaders including the Sheriff's Executive Team and eighty supervisors in navigating high profile political conflicts with the focus on repair, centering the needs of people most impacted and trauma-healing conflict engagement.
- Washington County, Health & Human Resources, (FY 2019-2020 and FY 2020-2021)
 - Provided one on one coaching for 30 leaders around identity, power and everyday leadership
 - Made strategic recommendations to advance equity based on data analysis of trends, gaps and opportunities and the qualitative feedback gleaned from training, coachings and consulting sessions.
 - Built the foundational awareness and skills of the organization by designing and delivering six adult learning model training on the trauma of racism and how to advance equity and inclusion in the workplace.
 - Conducted eight virtual healing sessions to build employees' resilience and connection by practicing mindfulness and using reflective journaling exercises during the onset of Covid-19 and teleworking.

- City of Portland, Office of Civic Life & Engagement: *Leadership Retreat: Fostering Inclusive and Supportive Workplace, (2019)*
 - Provided leadership training for executive team for the following outcomes: tools and skills to facilitate sensitive conversations at the workplace and understanding the workplace culture of belonging
- City of Portland: *Trauma, Racism & Healing Training, Office of Civic Life, 2019*
 - Conducted a series of trauma & racism training for community members, leaders and service providers to increase the understand of historical, intergenerational and community trauma of racism on clients, workforce and collective community
- City of Portland: *Portland Committee on Community Engaged Policing (PCCEP) (2018)*
 - Led the recruitment of 100 applicants for PCCEP membership
 - Designed and facilitated PCCEP onboarding retreat & meetings
 - Engaged and galvanized the support of key community stakeholders
- Oregon's Attorney General's Office – *Executive Coaching (Aug 2016)*
 - Provided rapid response consultation on highly controversial racial profiling issue
 - Provided strategic recommendations for internal response and training
- FBI National Academy Associates – *Community Conscious Policing workshop (Oct 2015)*
 - Designed and facilitated dialogue circles for 100 Law enforcement Chiefs, Captains, Sheriffs, and Undersheriff with 60 community members to increase trust, empathy and awareness
- Corvallis Police Department – *Community Conscious Policing workshop (Nov 2014)*
 - Designed and facilitated healing centered conversations for 60 local community members and 60 law enforcement personnel to engage in a meaningful, humanizing exchange to increase trust in the height of the political racial tension of Ferguson, Mike Brown and killing of unarmed black and brown community residents

Community Engagement Coordinator, Portland Parks & Recreation, Portland Oregon (2014-2016)

- Revamped our entire public involvement process through an equity lens by institutionalizing policies and practices that removed barriers to participation for underserved and marginalized populations
- Developed and implemented strategies to increase and retain the participation and involvement of underserved populations including those with language, cultural, religious and income barriers
- Developed appropriate communication, outreach, recruitment and retention strategies to reach diverse audiences
- Cultivated effective working relationships with the public, diverse stakeholder groups, front-line staff, managers, executive leadership teams and elected officials

Stay home mom - 2011-2014

Field Director, American Civil Liberties Union of San Diego & Imperial Counties, California (2010-2011)

- Lead in the effort to establish a more inclusive emergency disaster response that addressed the needs of non-English speakers, undocumented workers and unincorporated residents. Conducted trainings for stakeholders on the rights of a disaster victim and persuaded San Diego County, San Diego City and homeland security to incorporate more inclusive practices
- Nurtured and empowered Somali refugee women to organize and advocate for civil rights. Created mechanisms that allowed them to advocate for themselves with legislatures, FBI, City Police and other government agencies
- Organized an immigrant rights roundtable to address police checkpoints that targeted undocumented residents. Conducted know your rights training and monitored police and border patrol practices
- Developed, empowered and recruited volunteers to diversify ACLU Board

International Center for Conciliation (ICfC) Phnom Penh, Cambodia - Graduate Practicum (2009)

- Facilitated inter-group dialogue with genocide survivors in rural villages on steps towards reconciliation
- Lead in program design, management, assessment and evaluation
- Responsible for donor relations, grant writing and reporting
- Served as a mentor and resource for local staff

Program Associate, CONTACT, School for International Training Graduate Institute, Brattleboro, VT (Summer 2009-2010)

- Provided technical, emotional and programmatic support to fifty participants from countries of mass violence to enhance their capacity to become more effective civil society leaders in rebuilding their countries
- Immersed myself in the languages, cultures, histories and traditions of participants from Africa: Rwanda, Congo, Sierra Leone, South Africa, Democratic Republic of Congo, Sudan, Kenya, Nigeria, Libya, Angola, Egypt, Somalia, Cameroon; Asia: Nepal, Tibet, Thailand, Indonesia, India, Pakistan, China, Japan, Korea, Vietnam; Middle East: Yemen, Palestine, Israel, Iran, Iraq
- Learned about post war reconstruction, reconciliation and resolution; trauma healing from war

Organizing Director, Service Employees International Union (SEIU), Santa Barbara, California (2001-2007)

- Supervise, training and oversee the work of six Organizers and responsible for Organizing Department's budget
- Oversaw the Organizing Department with a quarter million dollar budget. Responsible for recruiting, retaining and building the capacity of six full time culturally and linguistically diverse staff with a variety of support needs
- Expanded the local union's infrastructure and capacity by winning campaigns that resulted in gaining 1000 new union members.
- Lead in the organizational change of the union from a service model to an organizing model where members became empowered, invested and staff were more inclusive
- Increased the diversity of the union's leadership by recruiting racially diverse members. Developed their leadership capacity and integrated them into the union's Board of Directors
- Directed annual ballot measure campaigns across three counties, coordinating and training volunteers to conduct GOTV, volunteer recruitment, phone banking and canvassing
- Helped bargain the Santa Barbara City Temporary Employees first contract ensuring contract language accurately addressed the varying and unique needs of the workforce

Education

Master of Arts in Peacebuilding & Conflict Transformation, 2010

School for International Training, Brattleboro, Vermont

Bachelor of Arts in Sociology, 2001

University of California, Santa Barbara (UCSB)

LANGUAGES: Fluent in Chui Chow (Chinese dialect), Advanced in Khmer

Sophie Lan Hou

Born and raised in Oakland, Sophie Lan Hou collaborates across cultures and disciplines to transform complex challenges into opportunities for design, leadership, and innovation. Rooted in an engaged Buddhist practice and over 20 years of community building and empowerment, Sophie draws on a diverse background of cultural studies, international peace building, community development, performing arts and transdisciplinary design to inform her work with communities, teams, and organizations.

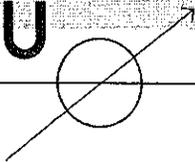
An avid systems-thinker, she brings an adaptive talent and spirit of pragmatic optimism to a diverse array of projects. Sophie has facilitated strategic planning for international human rights organizations, designed award-winning environmental service learning initiatives, produced intergovernmental open innovation workshops, and implemented field research across four continents. Clients and collaborators have included the United Nations Department of Public Information, Magnum Foundation, Thoughtworks, Child Mind Institute, NYC Partnership for Parks, and Mission Economic Development Agency among others.

She holds an MFA In Transdisciplinary Design from Parsons the New School for Design, Graduate Certificate in Conflict Transformation and Peacebuilding from the School of International Training and BA in Global Studies and Art from UC Santa Barbara. Throughout her work, Sophie constantly seeks to discover, celebrate and empower our shared experience and innate dignity as living beings, affirming the sacredness of life and our interdependence in creating a just and prosperous world for all.



SOPHIE LAN HOU

DESIGN - STRATEGY - FACILITATION



Sophie collaborates across cultures and disciplines, connecting the dots to reveal opportunities for leadership, design and innovation. She draws on a diverse background of cultural studies, peace building, community development, performing arts and transdisciplinary design to inform her work with communities, teams, and organizations. An avid systems-thinker, she brings an adaptive talent and spirit of pragmatic optimism to a diverse array of projects. Throughout her work, Sophie constantly seeks to affirm and empower our innate dignity as living beings and interdependence in creating a just and prosperous world for all.

WORK EXPERIENCE

Trainer and Design Lead / THE PEOPLE PIECE

03.2019 - Current

- Design, manage, and facilitate in-person and virtual trainings for value-aligned organizations. Programs include: Cross-Cultural Communications, Leadership Development, Management Fundamentals, Strategy and Group Cohesion, Diversity and Inclusion, and Organizational Development.
- Highlight: Playing a core role in product development for strategy services.
- Highlight: Led strategy, design and development for two guides "Building Learning & Inclusive Cultures" for employees and managers across the Western region of the US.

Design Strategist and Coach / EL TÍMPANO

03.2018 - Current

EL Tímpano informs, empowers, and amplifies the voices of Oakland's Latino immigrant community. Through innovative approaches to local journalism and civic engagement, El Tímpano surfaces community members' stories, questions, and concerns on local and national issues, and provides information relevant to their needs.

- Facilitate design-led strategy and ideation to amplify leadership and project innovation, and provide guidance and coaching on community engagement.
- Highlight: Supported the implementation strategy of a Community Information Needs Assessment, resulting in the report "Más Información: Information Needs of Latino Immigrants in Oakland, California".
- Highlight: Helped secure funding and led strategy to co-design a community affairs board.

Service Designer / NEW YORK CREATIVE ODYSSEY

02.2015 - 03.2016

NYCO is an educational start-up working to empower college-bound students from China who are interested in pursuing careers in art and design.

- Co-designed program strategy and core curriculum in human-centered design and environmental principles.
- Taught and mentored two cohorts of students through the full design process during 14-day immersion intensives.

Highlight: Received *Notable Service Design Award* by Core77

EDUCATION

MFA TRANSDISCIPLINARY DESIGN

Parsons The New School for Design
2014

GRADUATE CERTIFICATE

CONFLICT TRANSFORMATION

School for International Training
2012

BA GLOBAL STUDIES & ART

University of California Santa
Barbara
2004

LEADERSHIP + COMMUNITY

SOKA GAKKAI INTERNATIONAL
Buddhist Organization for Peace,
Culture and Education

- Women's Division District Leader (current)
- Young Women's Division District Leader '12 - '15

ASSOCIATED STUDENTS, UCSB

- Chair, Student Commission On Racial Equality '01 - '03
- State Affairs Organizing Director, Executive Office '00 - '01

UNITED STATES STUDENT
ASSOCIATION

- Co-Chair, National Women Student Coalition '01 - '02

WORK EXPERIENCE CONTINUED

Design Facilitator / MAGNUM FOUNDATION

08.2014 - 03.2015

#IAMKHMER is a Cambodian diaspora transmedia project connecting youth with elders through dialogue, storytelling, and ephemera.

- Facilitated a design-led process to codify an artists' singular experience of family oral history into a process that could be replicated by others.
- Guided development of and designed a how-to booklet for youth participants.

Adjunct Faculty / PARSONS THE NEW SCHOOL FOR DESIGN

09.2014 - 06.2015

Taught the course *Design and Sustainable Systems*, focused on providing undergrad students core skills in systems thinking and applying sustainable design principles.

- Highlight Initiated partnerships with eco start-ups to provide real world experience for final studio projects.

Project Lead / UNITED NATIONS

03.2014 - 08.2014

The Department of Public Information centered a collaboration with Parsons and Orge Innovation to ideate new solutions for outreach to NYC towards the UN's 70th anniversary. I Co-led and managed the collaboration between all stakeholders which included,

- Recruiting design facilitators, leading a training for trainers, and co-producing a 3-hr cross-departmental (UNDPI) open innovation workshop.
- Co-writing a report synthesizing insights, summarizing processes and sharing outcomes.

Co-Producer and Facilitator / DREAM:IN CHINA

09.2012 - 05.2013

DREAM:IN is a design-driven open innovation methodology based on citizen dreams and responding to the scale, speed and diversity of demand for innovation in emerging markets. Co-led the implementation of the DREAM:IN methodology in China which involved,

- Managing a global team and adapting methods to remain culturally relevant.
- Facilitating three 2-day workshops in Beijing, Shanghai and Hong Kong for 70-100 participants.
- Highlight Recognized by Metropolis Magazine with a Game Changer Award

Marketing and Community Outreach Manager / GLOBAL EXCHANGE Environmental Service Learning Initiative (ESLI)

03.2008 - 10.2009

- Cultivated partnerships, maintained cohesive, and communication with the SFUSD, Mayor's Office of Education, partnering Community-Based Organizations, seven public high schools and greater community.
- Highlight Our Youth Advosry Board member won the Brower Youth Award, the most prestigious environmental activist award for young people.

PROFESSIONAL DEVELOPMENT

DESIGN & EQUITY

Leader Spring Center
2019

BUILDING THE COLLABORATIVE COMMONS

Omega Center for Sustainable
Living 2014

TRAINING FOR TRAINERS

George Lakey & Training for
Change
2011

PERMACULTURE DESIGN CERTIFICATE

Occidental Arts and Ecology Center
2010

DIVERSITY & NON-VIOLENT COMMUNICATION

Bay NVC
2009

AWARDS + HONORS

RESEARCH FELLOW

India China Institute
2012 - 2013

INTEGRAL HEALTH FELLOWSHIP

Niroga Institute
2011 - 2012

COMMITMENT TO DIVERSITY AND UNITY AWARD NAACP

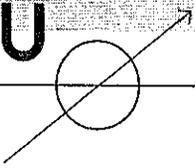
Santa Barbara Chapter
2003

CALIFORNIA ARTS SCHOLAR

1999

sophielanhou@gmail.com
510.529.6884
754 60th St. Oakland, CA 94609

SOPHIE LAN HOU



DESIGN - STRATEGY - FACILITATION

REFERENCES

Jillian Spindle, COO at Mission Economic Development Agency

Jess Peabody, Program Director at The People Piece

Nelson Lo, Founder of New York Creative Odyssey

Jennifer Tracy

Jennifer Tracy brings her twenty years of experience in administrative policy advocacy, group facilitation, collaboration building, curriculum development and training, communications, program implementation and evaluation, research methodology, anti-racism, and data analysis to create strategic objectives that challenge partners to do more.

With an increasing focus on human-centered design principles, Jennifer is motivated by opportunities to design strategies that directly engage those with lived experiences of inequity in order to develop policies and programs that increase equity and move the needle on social outcomes.

Jennifer has owned her consulting practice for the past five years. Her clients include the California Association of Food Banks, where she co-leads over a dozen organizations advocating for improvements in California's new eligibility IT system for safety net programs, including an increasing emphasis on equity approaches; the Alliance to Transform CalFresh where she focused on project management, strategic development, and communications; the Center on Budget and Policy Priorities & the Center for Law and Social Policy where she co-developed a deep level analysis and led a full day workshop for advocates from county-administered safety-net states. Jennifer has partnered with Training 4 Transformation to support and facilitate anti-racism listening sessions and healing spaces.

Jennifer previously served as the Executive Director of the San Diego Hunger Coalition (SDHC) and, where she also held positions as the CalFresh Program Director and Outreach Manager. Jennifer oversaw new strategies to improve school meal access, the development of innovative perspectives on summer meal programs, and increases in CalFresh enrollment. She co-created a "world cafe" meeting that engaged San Diegans from a range of perspectives to re-imagine anti-hunger approaches based on community needs. She also provided technical assistance to Somali mothers who developed a successful advocacy campaign for Halal meals in school for their children.

Prior to her employment with SDHC, Jennifer worked for Catholic Charities as a Program Manager for The Tomorrow Project, a job readiness program for houseless women, and as a case manager for people in need of emergency services.

She was a founding member of the Food Systems Alliance in San Diego and a 2012 recipient of the California Food Policy Advocates' Freshy Award for "Local Advocate of the Year."

Education:

Jennifer earned a Master of Arts in Nonprofit Leadership from the University of San Diego, and has a Bachelor of Arts in Political Science from Point Loma Nazarene University where she co-founded and led Students for Social Justice, a student club that initiated efforts to move the school to purchase fair trade coffee, and hosted Sister Helen Prejean, author of *Dead Man Walking*, in a conversation about the death penalty.

Jennifer grew up in rural Eastern Oregon, where she still often visits.



JENNIFER L. TRACY

503.890-0556 ~ Jennifer@JennTracy.com

EXPERIENCE

09.2015 – Present

Nonprofit Consultant, JTracy Consulting, Vancouver, Washington

Consulting Partner with Training 4 Transformation, 6.2020-Present

- Co-Facilitate and develop curriculum for anti-racism workshops
- Develop and design proposals and reports

Co-Lead for CalSAWS Advocates, California Association of Food Banks 2.2020-Present

- Lead strategy development with advocates representing 13 organizations to protect consumer needs and rights, and promote continuous improvement in the CalSAWS system, which is in development through 2023.
- Co-wrote and advised on several position and recommendation white papers.
- Established Human-Centered Design as a primary area of focus for consumer-facing aspects of the CalSAWS Migration, including the creation of consumer feedback stipends and the inclusion of user-centered design plan in vendor proposals.

Collaborative Lead, Alliance to Transform CalFresh, Oakland, CA 9.2015-1.2020

- Led the development of strategic visioning that established robust state-level work groups and enhanced collaboration between members resulting in increased focus in equity, reducing “churn,” and improving program access.
- Created numerous policy recommendation memos to the California Department of Social Services resulting in improved policies and strengthened relationships with state administrators.
- Researched and wrote administrative advocacy white papers for improving program access and consumer experiences, including developing a taxonomy of flexible interview models, identifying electronic signature promising practices, social services contact center comparative analysis, and user centered design recommendations for a statewide online portal.
- Coordinated educational webinars for county administrators and advocates related to ABAWDs, Churn Reduction, Dual Enrollment, Verifications, College Students, new legislation, etc.
- Co-wrote a Racial Impact Statement that successfully supported the state to increase their focus on identifying and addressing racial inequity within the Department of Social Services.

Researcher and Presenter, CLASP and CBPP. Fall 2018 and Fall 2019

- In partnership with another consultant, researched and developed an analysis of the ten county-administered SNAP states to identify opportunities for partnership, peer learning, and possible engagement. Co-led a full day workshop for advocates from those states.
- With the same co-consultant developed analysis of the SNAP Employment & Training Program implementation in county-administered states to identify best practices and opportunities for advocates to improve services in their unique environments.

01.2012 – 02.2015

Executive Director, San Diego Hunger Coalition, San Diego, CA

- Increased funds raised by 30% and grew paid staff positions from three to six.
- Oversaw publication of multiple data-driven reports that secured new program funding, led to the introduction of federal legislation, helped partner organizations refocus their work, and prompted state-level best practice implementation.
- Renegotiated a federal contract with a dozen subcontractors and increased funding by 119%.
- Acted as a regional and organizational spokesperson to media (over 20 print, television and radio interviews) and local organizations.
- Led staff and board in the development of strategic plans, mission statements and work plans to accomplish multi-year goals to further engage diverse partners, media and the community.

01.2010 – 01.2012

Director of Food Security Outreach Programs, San Diego Hunger Coalition

In addition to continuing the program manager responsibilities listed below,

- Through the efforts of the CalFresh Task Force, saw a 46% increase in CalFresh participation in two years.
- Selected as part of a reform committee by the County's Social Services Advisory Board and was instrumental in the creation of 69 recommendations, 90% of which were approved and implemented within a year.
- Co-managed a federal contract for a dozen sub-contracted outreach organizations, including refining systems to gather and assess program reports from subcontractors and improving communication regarding contract requirements.
- Translated policy regulations into plain language desk aids in order to empower outreach partners advocating for clients.

08.2009 – 01.2010

CalFresh Outreach Manager, San Diego Hunger Coalition, San Diego, CA

In addition to continuing coordinator responsibilities listed below,

- Led the CalFresh Task Force in its development of new outreach techniques and eligibility improvements, engagement of new County workers, and contributed to a 12% increase in CalFresh participation 15% increase in CalFresh dollars awarded.
- Worked with statewide partners to develop two annual training and professional development events attended by over 150 outreach partners.

07.2007 – 08.2009

Food Stamp Outreach Coordinator, San Diego Hunger Coalition, San Diego, CA

- Created an outreach and enrollment training program utilizing best practice research and provided ongoing support to over 25 agencies, which later grew to over 60 agencies.
- Launched an information tracking system to identify systemic barriers within the County's program eligibility system; used data to successfully advocate for over 20 changes in the eligibility system.
- Oversaw increased Food Stamp enrollments by 53% and dollars awarded by 115%.
- Designed educational presentations and led group discussions on hunger and poverty for university classes, nonprofit staff, and community service organizations.

03.2005 – 07.2007

Program Manager, The Tomorrow Project, Catholic Charities, San Diego, CA

- Increased holiday sales by 40% during 2006.
- Developed an ordering system which improved ordering efficiency and cut costs.
- Created & facilitated training for participants in job readiness skills, customer service, and product production.

11.2002 – 03.2005

Case Manager, Emergency Services, Catholic Charities, San Diego, CA

- Aided low-income clients in identifying and accessing resources for food, shelter, job readiness and basic needs.
- Recruited, trained, and supervised seven volunteers for free tax assistance program.

EDUCATION

Master of Arts, Nonprofit Leadership & Management. University of San Diego

Bachelor of Arts, Political Science. Point Loma Nazarene University, San Diego, CA

Associate of Arts, Liberal Studies. Linn Benton Community College, Albany, OR

AWARDS

2012

CFPA's Freshy Award for "Best Performance by a Local Advocate"

Expanding the review of the current system – Phase 2 Ideas

Using a variety of Human Centered Design tools, we can delve deeper into peoples' experiences with current systems to identify opportunities in greater detail for reaching the collaborative vision of community health and safety.

We recommend these types of approaches for a future phase of the project, with sufficient time available to respect the needs of the community and not rush the process.

Photo Journals

Photo journaling is a fantastic and accessible way for people to tell their own stories. Using a simple prompt, participants can offer a unique view that couldn't be conveyed in a survey or focus group. Participants can report back anonymously or in a small focus group to share how their photos reflect their response to the prompt, and the insights they gained in the process.

Journey Maps

Journey maps are a way of showing a person's experience in a system. They can assess service, reveal pain points, and identify intervention points. Multiple journey maps can enable new insights about where processes, policies, and cultures need to be shifted in order to meet the shared goals of the community.

Persona Development

Personas are reliable and realistic representations of archetypes in the community that can be used for drafting policies and processes, as part of future efforts to engage with and meet community needs.



Peter Elwell

From: Abby Barasch <abarasch@stoneturn.com>
Sent: Tuesday, September 8, 2020 8:56 PM
To: Town Manager
Cc: Abby Barasch
Subject: Town of Brattleboro, Vermont — Assessment on Community Safety
Attachments: StoneTurn_Town of Brattleboro_RFP Response_September 8th 2020 (FINAL).pdf; CVs-StoneTurn.pdf

To Whom It May Concern,

Attached please find our response to the Town of Brattleboro, Vermont Request for Proposal for a facilitator to design and implement a community-focused process to conduct a comprehensive study of community safety within the Town of Brattleboro, including how resources are currently deployed and can be best utilized to ensure equitable and optimal community health, wellness, and safety. We've also enclosed the CVs for the Facilitator and other StoneTurn professionals who would serve as part of the team of experts. Thank you for your consideration. We look forward to hearing from the Selectboard regarding next steps.

Best,
Abby

Abby Barasch
Managing Director

T: + 212 430-3425
E: abarasch@stoneturn.com

StoneTurn
17 State Street
2nd Floor
New York, NY 10004
www.stoneturn.com

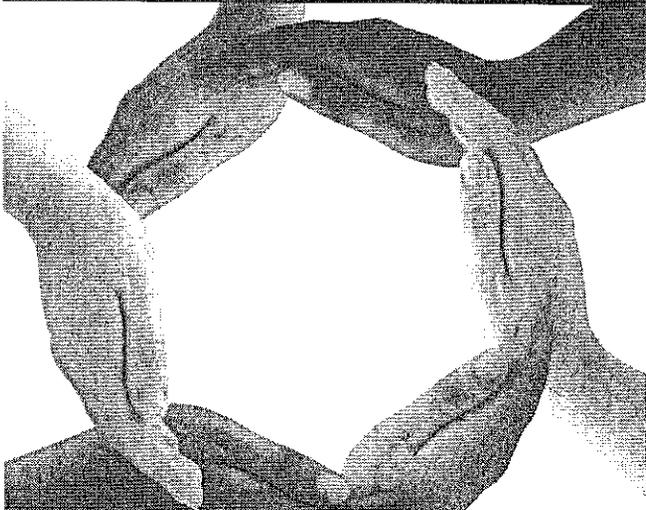
[LinkedIn](#) | [Twitter](#) | [Facebook](#)

This e-mail message and any attachments are confidential. If you are not the intended recipient, please notify StoneTurn immediately by replying to this message—and destroy all copies of this message and any attachments. Thank you.

For more information about StoneTurn, please visit StoneTurn.com. View our [Privacy Policy](#).

Request for Proposal:
Town of Brattleboro,
Vermont
Assessment on Community
Safety

September 8, 2020



StoneTurn



StoneTurn Group (New York), LLC
17 State Street, 2nd Floor
New York, NY 10004
T +1 212 430 3400
F +1 212 430 3399
StoneTurn.com

Privileged and Confidential

By Electronic Delivery

CONFIDENTIAL / VPRL EXEMPT - CONTAINS TRADE SECRETS AND PROPRIETARY INFORMATION¹

September 8, 2020

Town Manager, Town of Brattleboro
230 Main Street, Suite 208
Brattleboro, Vermont 05301

RE: Town of Brattleboro, Vermont — Assessment on Community Safety

To Whom It May Concern:

StoneTurn appreciates the opportunity to submit a response to the Town of Brattleboro, Vermont (“Brattleboro” or the “Town”) Request for Proposal (“RFP”) for a facilitator to design and implement a community-focused process to conduct a comprehensive study of community safety within the Town of Brattleboro, including how resources are currently deployed and can be best utilized to ensure equitable and optimal community health, wellness, and safety. The facilitator will also provide the Selectboard with recommendations on policies, organizational structures, redistribution of resources, and any further studies that may need to be conducted to gather input. The review will examine (but is not limited to): the Brattleboro Police Department, Town support for non-profit organizations, social service agencies and other community resources, and identify unmet community needs. The assessment and recommendations are due by December 31, 2020.

Our response outlines StoneTurn’s diverse expertise and experience that uniquely qualifies us to support the Town effectively and efficiently. StoneTurn has assembled a world-class team of national leaders in police reform that includes professionals with significant social justice experience, who are experts in qualitative research methods. Our team understands the needs and challenges the Town faces, and we are well-equipped to help Brattleboro create a process in which everyone in the community can have their voice heard to find solutions to complex issues. StoneTurn has worked with various State Agencies in the State of Vermont and our professionals are familiar with the unique complexities of working in this jurisdiction.

Our team of foremost experts in social justice, police reform, and the design and implementation of effective compliance programs can assist in bringing lasting change at this critical juncture. The StoneTurn team partners with local government personnel, community representatives, and police department leadership to understand the underlying issues, situation, and areas for improvement. Our team is unique and diverse. Working together, we can help deliver lasting and measurable change to the Brattleboro community.

Yours sincerely,

Joshua Holzer
Joshua Holzer, Partner
+1 212 430 3406
jholzer@stoneturn.com

¹ The information in this letter contains commercial and financial information about StoneTurn and its business that is privileged and confidential and is, therefore, exempt from disclosure under the Vermont Public Records Law (1 V.S.A. § 316 et seq.). Such information, if disclosed, could adversely affect the financial and competitive position of StoneTurn and the normal conduct of its business operations 1 V.S.A. § 317(c)(9). Accordingly, StoneTurn requests this document and all attachments be withheld if a demand for their disclosure occurs. In the event of such a demand, StoneTurn requests that the Town of Brattleboro give it prompt notice and an opportunity to be heard before disclosing information in this application.

Assumptions of the Study

StoneTurn's work will adhere closely to the goals and guidelines set forth in the RFP to assist Brattleboro in a focused examination of how Town resources are currently deployed and can best be utilized to ensure equitable and optimal community health, wellness, and safety. The review will explore the Brattleboro Police Department, Town support for non-profit organizations, social service agencies, and other community resources, as well as identify currently unmet community needs. As part of this process, StoneTurn is committed to facilitating public meetings that are open, accessible, and affirmatively engage public participation in accordance with the Vermont Open Meeting Law, including:

- Virtual options for participation, during the pandemic and beyond;
- Childcare for participants, as necessary, for in-person meetings;
- Interpretation and translation for those who are deaf/hard-of-hearing;
- Thoughtful inclusion of those who may not speak English;
- Establishing a forum and process to collect community members' experiences with police and other emergency responders anonymously and without fear and retribution such as through one-on-one interviews and focus groups;
- Prioritizing any in-person meetings in spaces where POC have built trust, comfort, and power—such as The Root Social Justice Center; and
- Scheduling meetings at times that are convenient and accessible—especially to those most impacted by this system.

About Facilitator(s)

To achieve the Town's goals and to provide the highest quality of service, StoneTurn will assign a team of highly-skilled and experienced professionals with a deep background in social justice, community policing, investigations, internal controls, and data analytics. The team would be managed by strong leaders, closely overseeing the work of the team, who have extensive first-hand experience and skills in the areas requested by the Town. StoneTurn makes a conscious and concerted effort to foster collaboration among our professionals across geographies, service lines, and levels. The net result is simple: **We staff the right people on each matter to ensure the best service delivery and outcome for the client.**

Our collective team has deep experience in examining and evaluating policing and law enforcement practices; in creating spaces and processes where many voices are included; and in developing and executing strategies to change organizational culture including:

- Providing guidance in a crisis to bridge gaps within a community polarized by a fatal police shooting;
- Founding the "Peace Project," a humanitarian effort to support inner city youth internationally, which created many "Peace Zones;"
- Providing leadership to help quell the major disturbances and violence commonly known as the "Crown Heights Riots;"
- Empowering stakeholders with long-term risk mitigation, integrating advanced concepts of care into community planning;
- Leading programs in real-world resilience, human mitigation, and capacity building; and
- Providing solutions for organizational change management, diversity and inclusion, multi-cultural recruiting, executive leadership, and conflict resolution.

In this response, we have provided information on StoneTurn's team who would act as the Facilitators, including the qualifications, philosophy, and experience that demonstrate how StoneTurn would meet the Town's needs. In addition to the Facilitators presented below, additional StoneTurn professionals may be called upon as subject matter requires or specific needs arise. Professional highlights and relevant expertise for these individuals are presented below.

Facilitators



Reginald Butler, Facilitator

Reginald is a highly recognized corporate consultant with over 30 years of experience in education and learning solutions within the private and corporate sectors. Reginald is the founder and CEO of Performance Paradigm LLC, an executive education, human capital consultancy. An educator, former school principal, and inclusion champion with an established record of trainer development and delivering high energy motivational messages for both personal and team improvement. A visionary experienced in educational design, development, and delivery of both virtual and experiential learning solutions.

Reggie has collaborated with senior business and human resource leaders to design a leadership competency model to support diversity/inclusion across industries, both in the U.S. and across the globe. He has acted as change agent for major cultural transformation to build a high-performance culture focused on diversity and leadership for a global manufacturing company. He has also partnered with business leaders on diversity initiatives/strategies, marketing and launch of new products, quality, and cultural change.



Amie Readdy-Leigh, Somatics Practitioner

Amie is a professional mediator and trainer who has assisted business owners, NGOs, and community groups in conflict management and business strategy. She has worked on major government contracts in highly complex regulatory environments. In contrast, she also has worked extensively with individual and organizational clients on more personal issues in Disaster Case Management for survivors of natural disasters, which assists communities to recover from long term effects. She is distinctly skilled at tapping personnel strengths to transform groups of individuals into high-functioning teams.



Richard Green, Senior Adviser

Richard has a lifetime record of grass-roots community activism and social justice. His achievements are many, and he has been recognized by multiple local and national organizations. Richard is widely known as the “go-to” peacemaker in countless factional situations, including many police shootings that became flash points of concern and unrest in communities across the nation.

Additional StoneTurn Professionals



Abby Barasch, Managing Director

Abby Barasch brings nearly two decades of experience in conducting and overseeing complex international and U.S. investigations, including fraud inquiries, asset tracing, transactional due diligence, Foreign Corrupt Practices Act (FCPA) and anti-bribery and corruption investigations, employee misconduct, and third-party risk assessments. Throughout her career, Abby has developed investigative strategies and methodologies to improve research efficacy, analysis, and reporting.

StoneTurn’s Commitment to Social Justice

StoneTurn is committed to working with our clients to create meaningful and measurable social change. Assessing and improving our nation’s police departments requires understanding each community’s needs, risks, capabilities, and culture. StoneTurn brings a multidisciplinary team of experts who have experience navigating some of the most controversial and polarizing policing matters of our time. From police shootings and misconduct to life-altering, racially-based community upheaval, our team has been on the front lines. We understand the importance of considering competing viewpoints and have brokered positive, mutually agreeable resolutions, under the most trying circumstances. In this environment, these qualifications make us the right team to help you understand the basis for change and the path forward.

The StoneTurn Team, which includes experts in data analytics, community policing, community empowerment, law enforcement procedures and management, police misconduct investigations, and compliance controls, provides the requisite knowledge and experience to achieve positive change.

StoneTurn's Commitment to Diversity and Inclusion

StoneTurn has strong relationships with organizations focused on professionally developing minorities and women. Members of the StoneTurn team are active in these organizations, including the National Center for Justice, the Peace Project, Crown Heights Youth Collective, San Francisco Lawyers' Committee for Civil Rights, the Boston Bar Association's Women in White Collar Crime Institute, Women in Criminal Law, the South Asian Bar Association, the Women's White Collar Defense Association, New York Legal Assistance Group and the Women's Bar Foundation in Boston.

StoneTurn is committed to encouraging and supporting the employment of minorities and women and to reaffirming its practice to provide equal employment opportunities. For U.S.-based jobs, StoneTurn posts open requisitions to over 300 diversity organizations seeking candidates from different backgrounds. We encourage and support employment of minorities and women and provide equal opportunities in our employment practices. Women account for 37% of our senior level management team, and people of color account for 20%. For further information, please refer to the Diversity & Inclusion page on our website (<https://stoneturn.com/about-stoneturn/careers/diversity-inclusion/>).

Why StoneTurn?

StoneTurn, a global advisory firm, assists companies, their counsel and government agencies with regulatory, risk and compliance issues, investigations, and business disputes. We serve our clients from offices across the U.S., U.K. and in Germany, Brazil, and South Africa, assisted by a network of senior advisers around the world. StoneTurn's leaders—former partners and alumni of large public accounting, consulting and legal firms, and private and public sector organizations—chose a different professional services model. Our platform meets clients' fee constraints and demand for experts who value collaboration, prefer "hands-on" client service, and invest in long-term, trusted relationships. Since 2004, StoneTurn has worked with most of the Am Law 100 law firms and leading law firms in the U.K., nearly a third of Fortune 500 companies, and many federal, state, and local governments. The firm works on matters ranging from single-person staffing assignments to large global engagements.

StoneTurn's team of diverse professionals who possess expertise in police reform uniquely qualifies us to support the Town in this engagement. Having been engaged in similar matters, our compliance and law enforcement professionals are well-versed in collaborating and communicating with diverse constituencies. We are confident our team can expertly and efficiently obtain actionable input from multiple stakeholders and use it to appropriately improve public safety and community programs in ways that lead to lasting and measurable change. StoneTurn views every assignment as an opportunity to provide the best service and build a long-lasting partnership as a trusted adviser.

Additional StoneTurn Capabilities

Investigations

StoneTurn's team brings deep expertise in conducting investigations. Our professionals will work with communities and their police departments to review historic approaches and activities; create and approve plans to implement changes; offer technical assistance; and draft reports. Our experts have led investigations to promote integrity and efficiency, internal investigations, and have undertaken program reviews to improve and streamline processes and procedures.

Risk Assessments

We conduct community surveys and focus groups; actively listen to and communicate with stakeholders; and review policies and procedures. We add significant value by developing a deep understanding of the issues; identifying the correct approach; and designing, improving, or maintaining the appropriate controls and processes. Our professionals are experts in proactively testing compliance controls to prevent misconduct by identifying root causes and implementing corrective measures.

Compliance Program Enhancement

We are well-versed in policing practices, similar compliance reviews, federal and local laws, change management, data analytics, and collaboration and communication with diverse constituencies. Our team can expertly and efficiently connect communities and their departments to deliver a lasting and measurable impact through program enhancements and training.

Data Analytics

StoneTurn's Data Analytics experts analyze large and disparate data sets; create dynamic visuals and analytical models; and extract key insights most pertinent and relevant to the project. We help police departments incorporate and expand technology to improve department activities and training; use data to identify misconduct warning signs and flag them for review; analyze data for trends and anomalies; and connect different data sources.

Relevant Experience

Many of our matters involve StoneTurn teaming with counsel under the umbrella of the attorney-client privilege. Consequently, our ability to provide detailed information on our cases, individuals involved, or sample work product is limited. We have provided a list of representative cases that demonstrate our experience with matters involving compliance reviews and investigations of law enforcement agencies:

Investigation of Financial Impropriety at a Vermont State Safety Agency

At the request of the Governor of the State of Vermont, the State Auditor's Office engaged StoneTurn in the wake of high-profile allegations of financial misconduct at the Vermont Department of Public Safety regarding reporting of hours worked and overtime. We evaluated the Department's internal controls and utilized forensic data analytics to test historical pay reporting transactions for potential misconduct. StoneTurn provided the State Auditor's Office with a written report detailing our procedures and findings. The report is publicly available on the website of the Office of the Vermont State Auditor.

Compliance Reviews and Improvement Activities

StoneTurn partners have engaged in various compliance reviews and improvement activities, including general investigative services, sexual harassment investigative services and policy reviews, a compliance review of the inspector general's office, review of policies and procedures regarding implementation of retiree premium requirements, union election oversight and compliance assessments, and additional services as needed.

Abuse Allegation Investigations

Prior to joining the firm, a StoneTurn Partner was the U.S. Department of Justice's lead investigator into allegations of mistreatment of individuals detained in connection with 9/11 investigations. The investigation resulted in a series of recommendations regarding processes, oversight, conditions, and training. A public version of the report is available on the U.S. Department of Justice Office of the Inspector General's website.

Integrity Investigations, Remediation, and Training

StoneTurn Partners have led investigations to promote integrity and efficiency, and deter fraud in U.S. government operations, and engaged in program reviews to improve and streamline processes and procedures. Our professionals have also conducted internal investigations and taken actions to bolster compliance programs, including preparation and delivery of training.

Scope of Study

StoneTurn understands that a key element of the Facilitators' role in guiding the Town through evaluating all aspects of how it provides public safety is for the Facilitators to work closely with the Community Safety Review Committee (the 'Committee'). If StoneTurn is appointed as the Facilitator, we would seek an individual, or individuals, from the Committee to act as the community liaison(s). These individuals would be of paramount importance, and duties would include spearheading StoneTurn's community engagement interactions, engaging Brattleboro's diverse communities, and maintaining relations with other stakeholders in the Town. This individual would also work to ensure effective and timely communication and provide guidance on gathering input from a cross-section of the community, including marginalized groups of people, as well as community members who may not identify as part of any traditionally marginalized population. Given the importance of this role and the need for stakeholder buy-in, we will thoroughly vet this individual with the various community stakeholders.

The StoneTurn team partners with community representatives, local government personnel, and police department leadership to understand underlying issues, assess the current situation, and identify areas for improvement. We expertly and efficiently connect the communities and their departments to deliver a lasting and measurable impact. StoneTurn's team of experts review policies and procedures; review historic approaches and activities; create and approve plans to implement change; offer technical assistance; conduct community surveys and ethics and culture focus groups; maintain communication with stakeholders; and create compliance reporting.

As community leaders and police officers who have worked with these communities, we understand that:

- **Assessing and improving** the Town of Brattleboro's public safety requires evaluating each community's unique needs, risks, resources, and culture.
- **Constructive conversations are needed.** Open dialogue and cooperation among community members, police leaders and elected officials is essential to develop a new framework for public safety efforts. Each community will need a customized, cost-effective approach to **achieve meaningful change.**
- The desire to respond quickly should be balanced with an understanding of the issues, the correct approach, and the ability to maintain or develop the **appropriate controls and processes** for all stakeholders.
- An in-depth knowledge of policing practices, similar compliance reviews, federal and local laws, change management, data analytics, and **collaboration and communication** with diverse constituencies will be required to deliver positive results.

Methodology

Overview: Work Plan & Approach

Our review will begin with preliminary information gathering to gain an understanding of the Town's public safety policies, and procedures, and its connection with the community it serves. We will then prepare a detailed work plan, to be reviewed and refined with stakeholders. Based on the Town's approval, we will look more closely at the current working environment and past activities. Our team will collect real world data through customized surveys and focus groups (to include participants from each group of stakeholders— departments, elected officials, and the community), retrieve historic statistical data and service call details. Our review will also seek to include the wealth of knowledge that the community holds about police, social services, racism, oppression, and alternatives to punishment and violence.

At a minimum, this process will include carefully reviewing the following areas:

- Recruitment, hiring, and promotion;
- The role of police officers and other resources;
- Community programming and engagement;
- Unity of command and span of control;
 - Quality of supervision;
- Enforcement activities and appropriate responses;
- Availability and use of equipment and technology;
- Officer support systems;
 - Employee Assistance, Counseling, and Crisis intervention resources;
- Training curricula, materials, and approaches at all levels;
 - Recruits, in-service field personnel, newly promoted managers, and current management;
- Mechanisms for investigations of suspected or alleged misconduct;
 - Internal affairs;
 - Conduct review organizations;
- Disciplinary framework, actions, efficacy, and transparency;
- Internal compliance controls;
 - Audits and responses;
- Data systems; and
 - Resources and processes for analyzing and interpreting available data.

Review, Analyze, Recommend, & Discuss

Collected information will be reviewed and analyzed. Our team will determine what if any areas diverge from existing requirements and approaches, and through the lens of best practices and established standards, we will generate recommendations for enhancements. Collated results will be prepared and presented to stakeholders in an easily understandable format, ready for discussion. To the extent agreed upon at the outset and permitted by law, StoneTurn will also organize and facilitate the following transparency and inclusion initiatives:

- Share results with the public online and in-person;
- Organize and participate in meetings and discussions with a broad-based community coalition to hear and incorporate the community's view and recommendations; and
- Create opportunities for input from officers, labor unions, and law enforcement associations.

Involve the Community

- Determine what community members believe policing is and what an officer is responsible for. What does the community believe are "must-haves" in the aptitude and the toolbox of a police officer? Understand what people who interact with officers think of the experience.
- Provide communities with a direct, ongoing say in appropriate department activities, by working closely with community members on the review and development of policies, procedures, and certain initiatives.

Get the Community's Evaluation of Officer Performance

- In the eyes of the citizens, measuring officer performance begins with crime control. While community members do not expect their local government or municipality to prevent or solve all crime, they do expect the best protection possible.
- Using scientific police management, police executives, and officers can apply social science techniques using one of the best resources available: the public.

Community in Policing

- Get the community involved by using community policing. Doing so can enhance the effectiveness of the agency through collaborative partnerships between law enforcement agencies and the individuals and organizations they serve. These relationships help develop solutions to problems and increase trust in police.
- Officers seen in non-confrontational situations, as partners with the community, show the community "the humanity behind the uniform,"
- Recognize and adopt strategies to adapt many day-to-day operations, so they include proactive, positive police-community interactions.
- Determine the appropriate amount and method of communication with community stakeholders, and a qualitative assessment of concerns by both parties.

- Provide the community with a focus on implementing community-based programs to enhance police, community, and youth relationships. Youth programs for at-risk children of all ages are an important tool to promote police and youth relationships and build stronger relationships with future generations:

THIS SECTION REDACTED
AT THE REQUEST OF STONETURN

THIS PAGE REDACTED
AT THE REQUEST OF STONETURN

THIS SECTION REMOVED
AT THE REQUEST OF STONETURN

Following our presentation to the Selectboard on or around December 31, 2020, StoneTurn will assist in taking the required actions on the various recommendations as determined by the Selectboard.

Measures of Success

The StoneTurn team partners with leadership community representatives, local government personnel, and police department leadership to understand underlying issues, the current situation, and areas for improvement. We expertly and efficiently connect the communities and their departments to deliver lasting and measurable change.

For this engagement, we would measure success through public participation and the end-product by facilitating conversations with the community to gauge meaningful change in the way public safety is provided to the Town of Brattleboro. Our Facilitators would establish a forum and process to collect community members' experiences with police and other emergency responders, including mental health crisis services, anonymously, without fear of retribution by police or the State, such as through one-on-one interviews. We will also take care to not share details publicly, as removal of names in a small community does not sufficiently address anonymity concerns. Our professionals are adept at understanding the ways in which public safety measures may cause harm rather than equitably cultivate safety and support. By listening to the community needs we can make recommendations for safety needs that are not met by the current systems of public safety.

Cost Proposal

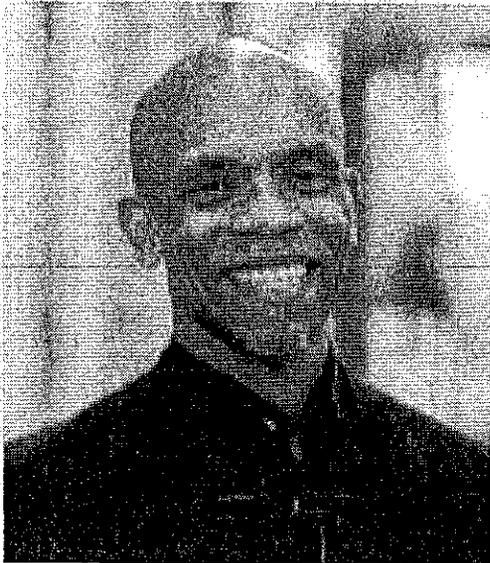
StoneTurn typically bills for its services on a time and materials basis. Our fees are not contingent upon any particular outcome or result. If additional work arises, we are open to exploring adjustments to the scope and fees, as appropriate, and work through alternative fee arrangements with you.

We typically bill for all reasonable out-of-pocket expenses, including, but not limited to, travel, shipping, and large volume photocopying. We will not bill for expenses without prior written approval from the Town.

THIS SECTION REMOVED
AT THE REQUEST OF STONETURN

Our proposed fixed fee for the scope of work outlined in this RFP:

PROPOSED FIXED FEE	\$ 175,000
---------------------------	-------------------



Reginald Butler

M.Ed, BA.Ed

Facilitator

T: +1 813 407 8649

E: rbutler@performanceparadigm.com

New York

17 State Street

2nd Floor

New York, NY 10004

Reginald Butler is a highly recognized corporate consultant with over 30 years of experience in education and learning solutions within the private and corporate sectors. Reggie is the founder and CEO of Performance Paradigm LLC, an executive education, human capital consultancy.

Over the course of his career, Reggie has served as a prolific educator, school principal, and inclusion champion with an established record of trainer development and delivering high-energy motivational messages for both personal and team improvement. He is a visionary experienced in educational design, development and delivery of both virtual and experiential learning solutions.

Reggie is reliable and conscientious, nurturing and knowledgeable with strengths in various types of learning modules such as: Equity, Inclusion and Diversity; Executive Leadership Development; Conflict Resolution; Ned Herman Whole Brain Assessment; Trainer Certification and Development; High Performing Teams; Change Management; Workforce Engagement; Recruitment and Retention Strategies; Executive Coaching; and Keynote Presentations.

Reggie has worked in collaboration with executive leadership teams to develop and execute strategies to change organizational culture, build leadership bench strength, and increase leadership effectiveness. His leadership competency model focuses on achieving results, fostering change, engaging staff, and leveraging relationships.

Education

M.Ed., Xavier University

BA.Ed, Washington University

Graduate work with emphasis on Mass Communication Television / Radio Production, Southern Illinois University

Additionally, Reggie has gained expertise and certification in the areas of Conflict Resolution, HBDI, DiSC, Emotional Intelligence and Multi-Cultural Relationship Recruiting. The models, processes and content specific behavioral outcomes have been translated into a baseline knowledge management leader's guide for internal consumption and redeployment.

Reggie has collaborated with senior business and human resource leaders to design a leadership competency model to support diversity/inclusion across industries, both in the U.S. and across the globe. Specifically, Reggie acted as a change agent for a major cultural transformation to build a high-performance culture focused on diversity and leadership for a global manufacturing company. Reggie has also partnered with business leaders on diversity initiatives/strategies, marketing and the launch of new products, quality, and cultural change.

AREAS OF SPECIALIZATION

- Human Capital Performance and Process Improvement
- Senior Level Executive Coaching
- Experiential Training/Design and Delivery
- Keynote Speaking Delivery
- Langevin Certified Master Facilitator
- HBDI Certified
- Train-the-Trainer Facilitator
- Instructional Design

ADDITIONAL SPECIALIZATION

- Comprehensive "Train the Trainer" learning solutions for consultants, educators and facilitators
- Internal onboarding processes for both internal and external trainer/facilitators to get them into a culture and equip them to achieve results in the first 90 days
- Comprehensive trainer development evaluation assessment
- Competency based trainer/facilitator curriculum with learning development paths for lead roles
- Major experiential learning solutions that assist new hires and current employees in their acculturation to any corporate environment

CURRENT & PAST CLIENTS

Google, Novo Nordisk, Bank of the West, Walmart, Merck, Kaiser Permanente, Blue Shield of California, Christiana Care, Tampa General Hospital, St. Louis Children's Hospital, Ascential, Anomaly, PricewaterhouseCoopers LLP, Fifth Third Bank, KeyCorp, Capital One, Proctor and Gamble, SC Johnson & Son, Inc., Novartis, Sunny Delight, Enterprise Rent-A Car, Limited Brands, Luxottica Brands, Federated Department Stores, Abercrombie and Fitch, RadioShack, Cardinal Health, Ethicon Endo-Surgery, Black Entertainment Television, Nokia International, Savannah Electric, Mississippi Power, Gulf Power, Georgia Power, Pella, Cendant Hotel Group and Marriott International Inc., NABA-National Association of Black Accountants, ALPFA-Association of Latin Professionals in Finance and Accounting, Open Society Foundations, New York Police Department, Friends of the High Line, Goldman Sachs, JP Morgan Chase, PFM, Brigham Young University, Howard University, Hampton University, Lehigh University, NYU-Stern School of Business.



Amie Readdy-Leigh

M.B.A., B.A.

Senior Adviser

T: +1 850 426 2327
E: amie@capacitypath.com

New York
17 State Street
2nd Floor
New York, NY 10004

Amie Readdy-Leigh is an experienced emergency management professional with a specialized skill set for supporting communities, government agencies and individuals with disaster recovery, resilience, mitigation and continuity planning.

Amie works hard in the trenches when needed and thoughtfully on strategy when warranted, with a passion for growing organizations and truly assisting disaster survivors and affected communities. She is known for always working towards collaborative effectiveness between sectors and disciplines.

Amie has experience leading multidisciplinary teams to address resilience, preparedness, and continuity issues. She is currently developing and leading programs in real-world resilience, human mitigation, and capacity building, providing project design/management, in-field training/workshops, and public facilitation.

Amie's objectives are to empower stakeholders with long-term risk mitigation, integrating advanced concepts of care into community planning, and promote effective health and human service initiatives through public/private partnerships that increase community capacity and resilience.

Education

M.B.A., Emphasis on Conflict Mediation & Public Facilitation, Golden Gate University

B.A., Political, Legal & Economic Analysis, Emphasis on Public Policy, Mills College

SELECT PROFESSIONAL EXPERIENCE

Capacity Path LLC/Capacity Path Relief, Inc.

Director of Resilience and Relief Programs/Founder/CEO (2017 – Present)

Capacity Path LLC designs and delivers training workshops, direct relief, and consultative services relative to building resilience and capacity in disaster survivors, their communities, and with people who serve them from a public administration standpoint, from first responders, to pastors and caregivers, medical teams to case managers and volunteer teams. Our goal is to accelerate recovery at the community level, where social vulnerability costs can set back an affected area beyond measure, to assist in repairing, reframing, and rebuilding communities, organizations, and people from the inside out. We bring advanced concepts in Mental Health Psychosocial Support (MHPSS) programs for rapid resolution of disaster trauma. We develop curriculum on crisis stabilization and intervention, engagement and deployment models, in-field mental health programs, preparedness strategies, health and wellness, and emergency management basics. As needed, provide 1:1 crisis counseling for survivor support. Our non-profit arm facilitates the deployment of wellness teams into disaster response, including therapists, coaches, massage therapists, and pastors, as needed/requested by the impacted community in a crisis intervention and support model.

- Trained more than 20+ teams, including first responders, case managers, 1600+ special operations service members
- Working with Cabinet, assisted Bahamian Government in preparing Mental Health program for post-Dorian Response

SE Trauma Institute, Boulder, CO

Director of Public Health Initiatives (2019 – Present)

Engaged to advance institute goals to bring evidenced based neurobiological trauma resolution modality into broader public access in terms of academic research, advocacy from DC to state level, and to create public programs integrating the modality into immediate national and international disaster and social unrest scenarios of 2020.

Created and facilitated telehealth transition training program for 3000+ therapists worldwide.

Co-authored Crisis Stabilization and Safety Aid and parallel curriculum for therapists, and bio-psychology practitioners.

City of Mexico Beach

Operations Section Chief – Florida Hurricane Michael Response (2018)

Coordinated initial response emergency tactical operations function immediately following impact of Cat5 Hurricane at ground zero as stand-in acting section chief, under deputy incident commander for municipality, per IAP. Responsible for tactical planning and direct management of incident objectives through tactical activities task force—primarily, health and human services, in compliance with municipality-administration-goals-and-requirements. Supported measures taken to reduce immediate threat of significant damage to life, public health, or safety, in compliance with federal, state, and local laws and regulations, utilizing voluntary agencies as necessary to yield cost-effective solutions to resolve community distress. Assisted coordinating response through IMT for agency alignment between the municipality and Bay County EOC, State officials, and FEMA leadership and Disaster Survivor Assistance (DSA) teams. Received and distributed allocated resources, re-staging overflow from forward staging area as situation evolved.

Arranged for and de-conflicted over 35 key missions to keep survivors safe and secure without water or power in the immediate aftermath, including arranging for first porta-lets and showers, when all attempts from days 1-3 had failed.

Center for EM Management and Homeland Security, ASU

Affiliate Partner/Agency Liaison – Florida VOAD (2018)

Formulated project study as Subject Matter Expert (SME) on VOAD Partnerships (Voluntary Orgs Active in Disaster) in Florida, conducting statewide research into NGOs impact on in Hurricane Irma response, acquiring after-action data to identify trends, data, status, and recovery issues in service of state and federal governance requirements, emergency managers, and academic research. Conducted interviews regarding mass care response and emergency assistance, including (but not limited to) sheltering, feeding disaster victims, evacuation support, reunification services, disaster case management, legal services, FEMA application support, unmet needs, construction assessments and rebuild, and distribution of commodities and emergency supplies.

Conducted 50+ interviews w/ Executive Directors & leaders of FL response/recovery disaster teams.

Mcinnis Industries, LLC – St. Croix, USVI

Disaster Housing Inspector – Virgin Islands Hurricane Maria Recovery (2018)

Provided construction inspection site assessments on rebuild work-sites for Emergency Home Repair Project EHRVI as a contractors' inspector under AECOM contract award. Prepared Project Worksheets (PWs) for the purposes of determining eligibility and estimating costs to repair or replace structure. Provided sketch drawings, details, project recommendations, quality controls, plans and specifications, collected measurements, in compliance with local building codes, in accordance with established priorities, working within FEMA Public Assistance Policy program goals (PAPPG) and Virgin Islands Territorial Emergency Management Agency (VITEMA), CBDG-R program goals. Utilized standard estimating procedures for residential work under the USVI codes.

Conducted approx. 70+ inspections in short-time frame to rapidly advance rebuild teams in the field.

All Hands and Hearts Smart Response, U.S. Virgin Islands

Project Coordinator/Disaster Assessments & Trauma Relief Team USVI Hurricane Irma Recovery (2017 – 2018)

Led and trained assessment teams, developed scopes of work for mucking/gutting, debris clean up, chainsaw, and sanitization teams for international non-governmental disaster relief agency. Conducted hazard/safety planning meetings and training for quality assurance standards at job sites. Coordinated with NGOs and FEMA Voluntary agency liaisons for unmet needs, increasing community engagement for capacity building. In partnership with local government, prepared required paperwork to meet FEMA Public Assistance goals for volunteer hours for USVI public assistance grant funding regulations and documentation requirements. Collaborated with debris removal contractors (CERES) for private property clean outs to meet community debris removal goals and timelines. Assisted in operating the Multi-Agency Warehouse (MAW), acquitting supplies and distributing as able.

Worked on over 300 sites, many >50% destroyed, providing ongoing QA/QC for every job site.

Led trainings for hundreds of volunteers in Trauma Care for Disaster Survivors & Cultural Integration.

Catholic Charities of Venice Florida/Lee County

Construction Rebuild Coordinator/Disaster Case Management Hurricane Irma Recovery (2017)

Launched disaster case management rebuild program in Fort Myers/Bonita Springs, FL, created scopes of work, cost estimates, and material budgets to meet agency requirements. Worked closely with building officials to aid homeowners in securing permits for rebuild. With site visits, made determination of habitability and substantial damage for our repair program. Supporting the Individuals and Households Program (IHP) we helped homeowners affected by the disaster with housing needs and necessary expenses where there were gaps with FEMA coverage. When warranted, rebuilt damaged homes in collaboration with the Long-term Recovery Organization and partners—MDS, United Way, Habitat & Rotary. Provided quality assurance for case management under construction grant expenditures. Working closely with FEMA VALs, assisted Spanish speaking applicants in understanding the programs and processes, conditions and requirements of FEMA IA and IHP, providing support to survivors assembling documentation necessary for FEMA and/or Insurance companies to evaluate eligibility or appeal as needed, as well as to maintain all receipts for repair work and utilization of granted funds. Worked collaboratively with other agencies to prevent duplication of benefits.

Completely Rebuilt four homes in under six weeks, utilizing almost entirely donated resources and labor.

Initiated and instituted MOU for disaster recovery collaboration between CC & Habitat for Humanity.

Rainwater and Associates

Associate Facilitator/Public Engagement/Alternative Dispute Resolution (2009 – 2010)

Under federal and state contracts, worked on hydro-relicensing projects in Northern California and environmental clean-up projects in Southern California at Santa Susana Field Laboratory to meet public comment participation requirements for Federal and State requirements (FEQA and CEQA) and standards. Provided supporting facilitation, mediation and consultation services to businesses and government agencies in areas of change management, organizational governance, group decision-making and negotiation. Developed and implemented action plans, utilizing consensus building and private caucuses for lasting implementation, developed clearly defined objectives, meeting project requirements, outcomes, milestones, and schedules, in complex regulatory environments. Worked in challenging environment of community-wide conflict and/or dissension to garner cooperation and cohesion.

Facilitated town hall series to assist County Redevelopment Agency in North Richmond Specific Plan to address volatile.

SERVICE

- On Florida Crisis Response Team FCRT
- Santa Rosa Medical Reserve Corps SRMRC - Trauma/Crisis support
- Disaster Psychology FEMA Certified Trainer for CERT Community Emergency Response Team
- MHPSS Support partner for various disaster voluntary agencies (VOADs)
- Pensacola Evac Shelter Support, 2018, Hurricane Michael, Bay Center
- Terrorism and Disaster Coalition TDC4 of the National Child Traumatic Stress Network NCTSM

TRAINING / CERTIFICATIONS

- Ongoing: Somatic Experiencing Practitioner Training (SE is a Neurobiological intervention to regulate the nervous system in response to trauma and related stressors)
- CISM: Critical Incident Stress Management
- PFA: Psychological First Aid
- FEMA Emergency Management Institute:
 - IS-100b, 200: Incident Command System
 - IS-300: Expanding Incidents
 - IS- 700a: National Incident Management System
 - IS-800: National Response Framework

- IS-405: Mass Care
- IS-0634: Public Assistance
- NOVA, National Organization for Victim Advocacy- Certified for Crisis Response Team
- American Red Cross: Disaster Shelter In-field Certification
- American Red Cross: Crisis Counseling Training
- Licensed Massage Therapist in FL, completed in tandem with somatic psychology studies
- ACE4 FEMA Disaster Inspection Estimate Software
- FL VOAD training for ESF 15, Volunteers and donations management
- CPR, Stop the Bleed
- Catholic Charities USA: Disaster Case Management Program
- Team Rubicon: Disaster Recovery Prep & Disaster Technologist, and Field Assessor Training.
- Owner- Women Owned Small Business (HUB Zone pending)

PUBLICATIONS / CONFERENCES / RESEARCH

- Textbook chapter in progress with Social Work faculty of USC, publishing Fall 2020
- Invited to present at the International Association of Emergency Managers Region 4 Conference, 2020
- Presented Neurobiological Interventions for Disaster Trauma at Global Medicine Conference, for Physician Assistants Association, FIU, Miami, Feb 2020
- National Network of Public Health Institutes, DC, Selected for ECHO cohort, Environmental Health Communications Strategies, focusing on Mental health in catastrophic scenarios, Winter 2019-2020
- Presented on Climate Change & Human Resilience at Statewide Climate Compact, Dec 2019
- Academic Research Poster: Rebuilding Enduring Resilience After a Disaster, 2019

PREVIOUS EXPERIENCE

- Capacity Path Relief, Director of Resilience and Relief Programs/Founder/CEO (2017 - Present)
- SE Trauma Institute, Boulder, CO, Director of Public Health Initiatives (2019 - Present)
- City of Mexico Beach, Operations Section Chief -- Florida Hurricane Michael Response (2018)
- Center for EM Management and Homeland Security, ASU, Affiliate Partner/Agency Liaison - Florida VOAD (2018)
- McInnis Industries, LLC - St. Croix, USVI, Disaster Housing Inspector - Virgin Islands Hurricane Maria Recovery (2018)
- All Hands and Hearts Smart Response, U.S. Virgin Islands, Project Coordinator/Disaster Assessments & Trauma Relief Team USVI Hurricane Irma Recovery (2017-2018)
- Catholic Charities of Venice Florida/Lee County, Construction Rebuild Coordinator/Disaster Case Management Hurricane Irma Recovery (2017)
- Rainwater and Associates, Associate Facilitator/Public Engagement/Alternative Dispute Resolution (2009-2010)



Richard E. Green

M.A., B.A.

Senior Adviser

T: +1 718 756 7600

E: rgreen012@aol.com

New York

17 State Street

2nd Floor

New York, NY 10004

Richard Green has a lifetime record of grass-roots community activism and social justice. His achievements are many and he has been recognized by multiple local and national organizations.

Richard is widely recognized as the “go to” trouble shooter and peacemaker in countless factional divisions, including many police shootings, which became flash points of concern and unrest in the communities.

Richard organized education cadres to visit prisons and assist prisoners in need of services in the aftermath of the Attica-Rebellion. This led to the formation “The College in The Wall” program, which expanded to many institutions.

He founded the multi-dimensional Crown Heights Youth Collective, which has helped over 95,000 youth. “The Collective” teaches youth social justice and the importance of commitment to their families and community. Many of its participants have graduated from college and obtained employment in Fortune 500 firms and public service institutions.

Richard held a senior community leadership role to quell the major disturbances and violence commonly known as the Crown Heights Riots. He also founded the “Peace Project” to bring a renewed consciousness to the conditions facing inner city youth internationally. He also created many “Peace Zones.”

Education

M.A., African Studies, SUNY
New Paltz

B.A., Political
Science/Philosophy, Cum
Laude, Marist College

Richard served honorably in Vietnam with the U.S. Marine Corps and was decorated six (6) times.

AWARDS AND RECOGNITIONS

- The Outstanding Leadership Award - National Council of Negro Women
- Giant Steps Award – Northeastern University Center for the Study of Sports in Society
- Unity Recognition Award (for creating an exchange program between the United States and Africa) – Amadu Bello University, Nigeria,
- Nelson Mandela Award – Jackie Robinson School
- Man of the Year Award – African People Christian Organization
- Racial and Ethnic Unity Award – Brooklyn Borough President Award
- Outstanding Leadership Award - Association of Caribbean Artists
- Community Service Award – National Association of Negro Business and Professional Women
- Community Worker Award – Medgar Evers Radio
- Youth Leadership Award – United Democratic Club
- Peacemaker of the Year Award – St. Francis/St. Blaise Parish
- Featured as “Person of the Week” on ABC World News Tonight

PUBLICATIONS

- *Cosmic Chants*, a collection of original poetry and photography



Abby Barasch

Managing Director

T: +1 212 430 3425
E: abarasch@stoneturn.com

New York
17 State Street
2nd Floor
New York, NY 10004

Abby Barasch brings nearly two decades of experience in conducting and overseeing complex international and U.S. investigations, including fraud inquiries, asset tracing, transactional due diligence, Foreign Corrupt Practices Act (FCPA) and anti-bribery and corruption investigations, employee misconduct, and third-party risk assessments. She has significant expertise in identifying and analyzing information from public records, open sources, and other pertinent data to deliver meaningful business intelligence, as well as evidence in litigation support matters and government enforcement actions.

Prior to joining StoneTurn, Abby assisted a Big Four public accounting firm in identifying, evaluating, and resolving potential conflicts of interest to mitigate legal, business and reputational risks. She also created and facilitated strategic training to improve business processes and enhance staff performance.

Throughout her career, Abby has developed investigative strategies and methodologies to improve research efficacy, analysis, and reporting. Abby has advised clients across a range of industries, including financial institutions and investment banks. She has conducted both confidential and high-profile multi-jurisdictional asset tracing investigations to locate concealed or undisclosed assets; pre-litigation and post-judgment searches in bankruptcies and insolvencies; as well as inquiries into fraudulent business practices, breaches of contract, and other corporate malfeasance.

Abby is a licensed investigator in New York State.

Education

M. Ed., TESOL, Adelphi University

B.A., Wesleyan University

Practice Areas

Litigation Advisory

Investigations

Due Diligence

Compliance & Monitoring

Regulatory Inquiries

Risks & Controls

Peter Elwell

From: Emily Megas-Russell <w.great.heart@gmail.com>
Sent: Tuesday, September 8, 2020 11:14 PM
To: Town Manager
Cc: Shea Witzo
Subject: Community Safety Review Proposal
Attachments: Community Safety Review Proposal, Emily Megas-Russell LICSW and Shea Witzberger.pdf; Emily Megas-Russell Resume 2020.pdf; Shea Witzberger Resume 2020.pdf

Hi Peter,

Please accept the email attachments below as our submission of a Community Safety Review Proposal from Shea Witzberger (CC'ed on this email) and I.

We look forward to joining the Selectboard meeting next Tuesday to discuss the proposal and answer any questions.

Thank you for your commitment to this important work.

--

Peace,

Emily

Emily Megas-Russell, LICSW
With Great Heart, PLC
802-689-0715
www.wgreatheart.com

Pronouns: she/her

[With Great Heart Facebook Page](#)

Community Safety Review Proposal

Introduction/Context

We are honored to submit this proposal for facilitating a community-driven process of examining community safety and policing in Brattleboro. As people involved in the drafting of the Request for Proposals, and who have been present in many of the conversations about the process, we feel that we have a substantial understanding of the goals and wide array of potential outcomes of this project.

We were motivated to contribute a proposal to ensure that you had at least one good option, and to make certain that the work could continue. We will be pleased if your decision is difficult, as we hope that means there are other qualified facilitators or facilitation teams at the ready to engage in this work. We are happy to be called to step into this work if it is the will of the community and the Selectboard, and will find ways to contribute to the process if not selected.

Facilitation Strategy

Our facilitation strategy involves aiming for organization, collaboration, efficiency, safety, bravery, accountability, humanity, and equity in the work. We aim to create and hold space for inquiry and analysis that honors each person at the table and works to eradicate the presence of racism and oppression within the process. We hope you find evidence of these qualities throughout the proposal.

We are proposing a shared facilitation style that allows for flexibility during this unprecedented pandemic, transparency and demystification of the process wherever possible, collaboration across many organizations and projects throughout the community, and a flexible enough process to allow for co-creation, feedback, accountability, and shifting our methodologies as we learn.

We envision a process facilitated primarily by two Core Facilitators, with the support of specific, limited engagements with delegated facilitation as is most useful, and a committee that is ready to do quite a bit of guided work in a short time. We have also made space in our budget for accessibility supports such as translation, interpretation, childcare, and technological support to aid in broad participation from many people in our communities, as described in greater detail in the Budget Overview section.

All sessions will default to being held virtually, with attention paid to access needs, due to Covid 19. If a need arises for in-person work that cannot safely happen virtually, which we do not anticipate will occur, we will weigh the impacts of the pandemic seriously and practice masked, distanced, ventilated, limited encounters that comply with all relevant CDC and legal guidelines and reduce risk as much as possible. We have built flexibility into the facilitation structure, in part, to support the unpredictability that has arisen as a result of this pandemic.

About the Core Facilitators

Community Safety Review Proposal

Emily Megas-Russell, LICSW

Emily is a Brattleboro Vermont resident, a mother, a therapist, an activist, a dancer. Emily obtained her undergraduate bachelor's degree in Criminal Justice & Psychology from The George Washington University in Washington DC, and her Masters in Social Work from Columbia University of New York. She is a licensed clinical social worker and current operator of With Great Heart, PLC, a private psychotherapy and consulting practice (<http://www.wgreateheart.com/>), specializing in somatic-based trauma therapy and explorations of gender and sexuality. In her consulting work, Emily works with local non-profit organizations to provide CQI (continuous quality improvement) program design and implementation, training and staff development, clinical supervision, and crisis response support.

In all of her work, Emily takes an anti-oppression framework, encouraging individuals and systems clients to unpack and unburden from cultural and societal conditions that promote inequality, oppression, and harm (racism/white supremacy, misogyny/male supremacy, cissexism, ableism, etc). Emily understands and respects that each individual and each system is unique and working at its own pace and understanding of the intersections and impacts of these conditions on our collective collaboration and liberation. Emily is personally committed to unlearning racism and white supremacy and recognizes that this is a lifelong process. She acknowledges that as a cis-gender white person she has been privileged in protection from profiling and police brutality and other forms of racial oppression, and that a facilitator role such as this one comes with the power and potential to cause harm. You can view Emily's [Statement of Privilege & Harm](#) on her website.

Emily facilitated the Community Organizing Effort (COE) in Brattleboro in 2019, a collaborative effort to organize and uplift the voices of people living with homelessness and substance use in identifying and advocating for their strengths and needs. The group, now called Collaborative Neighbors, was instrumental in the installation and oversight of portable toilets downtown and the Awareness-Raising, Bread-Breaking, Noise-Making Forum in December 2019 with musical performances, a panel discussion and call to action from community members living with homelessness and substance use.

Emily has over 13 years of experience working in systems dedicated to serving the safety and wellness of individuals, families and communities with various populations in both urban and rural settings. Emily interned with the Springfield MA Police Department in community policing programs addressing gang violence and exploring progressive and collaborative approaches to embracing and managing graffiti art. Emily started her post-graduate career working with Latinx immigrants without documentation in the Boston area writing program proposals and grants. Emily also managed emergency food programs, case management and counseling services as well as a youth service-learning program for a community center in Cambridge MA. One of the programs that Emily oversaw in this community center was a Community Policing Initiative, a project that cultivated collaboration between the Cambridge Police and East End neighbors. Emily co-founded Hearty Meals for All, a free-meals program in Somerville MA that

Community Safety Review Proposal

weaves farmers, activists, and community members together to bring monthly farm-to-table meals to community members experiencing food insecurity.

Upon moving to Vermont in 2010, Emily worked for Health Care and Rehabilitation Services (HCRS) until 2016, when she started her private therapy and consulting practice. At HCRS, Emily provided psychotherapy and program management for a residential program in Brattleboro supporting individuals with significant mental health needs. She then became the Residential Services Program Director, overseeing five residential programs across Windham and Windsor counties. At HCRS she also occupied the position of Manager of Quality Assurance, designing, implementing and overseeing quality assurance and improvement programs across the agency. Emily continues to work as a quality consultant with HCRS, providing guidance, facilitation, and training on quality projects and anti-racism initiatives. She currently consults with Groundworks Collaborative as a clinical supervisor and trainer and is contracted with the Springfield MA Department of Community Corrections for clinical & anti-racism training.

Shea Witzberger

Shea Witzberger is a resident of Dummerston Vermont, a graduate of Marlboro College, and an alum of Antioch College and the Nonstop Liberal Arts Institute. She also holds a Graduate Certificate in Nonprofit Management from Marlboro Graduate Center. She began working in social services 18 years ago, and began work to unlearn racism and begin the lifelong process of internally and externally resisting oppression 15 years ago. She acknowledges that these are lifelong processes.

In the last decade, her work has focused on reducing violence toward marginalized people, through teaching about consent, gender, accountability, and systems of oppression in schools and arts organizations, supporting people who are psychiatrically labeled and have experienced chronic homelessness, supporting survivors of sexual and domestic violence as a crisis worker, and doing disability support labor. She has worked with schools and organizations regionally to help them better respond to and prevent sexual violence and relationship abuse. This work aims to end sexism, transphobia, and homophobia in classrooms and communities, and to find better and safer ways to support people who come forward after having experienced violence and abuse and prevent further harm from occurring. She has knowledge about existing police and legal system responses to violence, and has trained the Brattleboro Police Department about gender diversity. She has also studied independently and with Just Practice Collaborative in transformative justice and community accountability facilitation. She acknowledges that restorative and transformative practices originated and are largely being developed and stewarded by BIPOC women, queers, and trans people, and will continue to cite and support work led by those communities to envision harm response and harm reduction.

In addition to receiving formal and community education about political theory and social justice, Shea's own experiences as a queer person from a family impacted by incarceration and, though minimally, the child welfare system, and her lived experiences as a survivor of sexual assault

Community Safety Review Proposal

and intimate partner violence have exposed her to some of the ways that current systems of safety both promote and erode safety for people experiencing violence. As a white person, she acknowledges the profound ways in which whiteness has shielded her from the brunt of the harm these systems can enact on BIPOC bodies and communities.

Through history and connection to the people and projects of The Root Social Justice Center, Out in the Open, The Women's Freedom Center, Pathways, Families First, and many other organizations in the community, she is poised to help facilitate space for inquiry that centers and respects those most impacted by systemic injustice, and openly seeks truth and a reduction of harm in our community, without a fixed commitment to a specific outcome. Through her experience in crisis response, she is practiced in thinking about safety regarding gathering information and the protection of the valuable perspectives shared by participants. Through her experience as an educator and organizer around ending violence, she is experienced in facilitating difficult but reverent conversations about violence and is ready to bring these experiences and skills into thoughtful community conversations about policing, safety, and ways forward that increase the quality of life and safety for all members of our communities.

Facilitation Support

We have included in our plan and budget the limited and specific engagement of Co-Facilitators to support the process. These Co-Facilitators would be compensated out of the facilitation budget, and be brought in for specific engagements where their lived expertise as members of impacted communities may assist in forums or spaces being safer and more efficient for the people participating and sharing their experiences with the team.

Facilitator Qualifications

We are white people committed to anti-racism. To us, this looks like leaving space for those most impacted to co-construct the process, sharing power as much as possible, taking on nitty gritty/leg work and conversations that might expose a person to racism, developing accountability practices and measures within our committee work, and honoring and being accountable to BIPOC leadership in the community. We each have experiences in creating spaces where we are communicating about lived experiences with systemic and/or interpersonal violence, from large community collaborations to intimate support groups and beyond. We will facilitate agreement making and check-ins throughout the process to encourage safety, equity, and belonging in the culture of the committee. Through experiences in community organizing, healing space, documentary filmmaking, and art making, we have experience in research through community conversation, whether in interviews or larger community forums. We have experience studying and working with restorative, transformative, somatic, and trauma-informed ways of being in relationship and are constantly learning more about these ways of interacting and sharing accountability and responsibility. We are open to the ways these frameworks may inform the process and/or the outcomes. Through our work, respectively, as a therapist and as a former crisis worker, we are skilled in holding sensitive information with honor, care, confidentiality, and are committed to protecting people and their

Community Safety Review Proposal

information to the greatest extent possible. As a dancer and a performing artist, we are open to the ways that creative expression and movement might influence or ground our work together, and may create usable and engaging deliverables to supplement more conventional written analysis and create access for more of our community. We both have experience in working with groups that have historically been marginalized by carceral systems, including low income people, psychiatrically labeled people, folks who use drugs and/or are in recovery, and BIPOC and LGBTQIA+ communities. We have lived and worked in and around this rural community for 10 years each, and have lived and worked rurally elsewhere as well.

Scope of Study

This Community Safety Review Proposal seeks to understand the current state of the community safety systems in Brattleboro and their impact on community members' actual experiences of safety, danger or harm.

We are proposing a Community Safety Review Process that is collaborative, organized, efficient, creative, emergent, and dynamic, and that is attuned to issues of unsafety, danger, and threat that are inherent in discussions about people's experiences with the police and other community safety professionals.

The key players in this proposal are:

(1) **The Facilitation Team:** which includes two (2) Core Facilitators and some specific, limited work with identified Co-Facilitators who represent communities that are most impacted by police intervention. This structure honors the participation & leadership of BIPOC, LGBTQIA+, and other marginalized people in our community.

(2) **The Committee:** which for the purposes of this document we are calling the **Community Safety Review Team (CSR Team)**, will include selected community members who applied to participate on the committee, including folks from communities most impacted by policing. These committee meetings will be open to the public and comply with Open Meeting Law.

(3) **The Community:** Significant attention will be paid by facilitators and the CSR Team to engage community members through a variety of formats and styles of information gathering. Input about experiences of safety, danger, and harm is desired from all community members, with particular effort focused on engaging individuals and groups that are most impacted by current systems.

(4) **Collaborative Organizations:** We have already begun outreach about potential collaboration with a number of organizations in the community that work to eliminate or reduce the impact of systemic and interpersonal violence and harm. We imagine that these community partners and collaborators will contribute perspective and that their relationships to their specific communities could aid the process in being safer and more inclusive for many people.

Community Safety Review Proposal

It is a goal of this proposal that the Facilitators and CSR Team members will work collaboratively and reciprocally to define, refine, and implement the following project methodology. Building trust and tending to safety are also priorities for the project. Feedback on the review process will be sought regularly from community participants and the CSR Team members in order to assess collaborativeness & safety and adjustments will be made throughout the process.

If selected, one of the first activities of our project will be an information gathering meeting with facilitators, CSR Team members and the town manager and/or legal staff in order to gain a comprehensive understanding of legal structures that will inform and guide this process.

Considering that the make-up of the CSR Team is yet to be determined, we feel that it is important that our proposal allow for flexibility and adaptability to respond to the unique strengths, wisdom, availability & needs of the individuals serving on the committee, as well as our emerging understanding of Open Meeting Law and the Public Records Law, balanced with the need for trauma-informed facilitation and information gathering.

Some initial ideas for Roles/Responsibilities of CSR Team members:

- Gain understanding of legal structures that guide the committee process
- Gain shared understanding and agreements around anti-racism framework for project
- Establish safety agreements and responses within the committee to hold shared accountability and responsibility for process
- Refine project methodology for gathering public input on experiences with police, crisis response systems, emergency responders, and other community safety professionals.
- Develop specific questions to utilize in gathering community input
- Provide accountability to the facilitators in the design and implementation of the review process
- Implement study by gathering testimony/data through interviews, meetings, or other structures to be determined at the outset of the process
- Produce documentation and analysis of gathered information collaboratively with facilitators

Methodology

In order to facilitate a comprehensive review in a relatively short time frame, we envision a multi-pronged methodology that values and honors the capacity and limitations of each person involved in the review, and allows for a variety of different styles of and opportunities for leadership and engagement. These dynamic engagement strategies fall into two general groupings, which we've titled A) *Community Engagement* and B) *Community Safety Systems Review*.

A) Community Engagement: Centering the Voices and Experiences of those Most Impacted by Police Intervention, Danger, & Harm

Community Safety Review Proposal

We will provide trauma-informed, engaging opportunities for connecting with community members who have experienced danger and harm in the community, including from community safety professionals, and we will work to understand the ways that governmental structures and systems contribute to safety or danger.

Sincere attention will be paid to creating space for people to share their experiences in the safest legal ways available, to de-identify information before it is synthesized or publicized, and to reduce and eradicate racist harm wherever it shows up. The *Community Engagement* arm of the process will rely on collaboration and mutual accountability between facilitators and committee members to gather information in a variety of ways, possibly including:

- 12 scheduled Community Safety Review Team meetings
- Public forums, TBD by the CSR Team
- Specific listening sessions
- Creative/expressive/body-based research
- Anonymous testimony collection, potentially through a virtual platform
- 1:1 interviews

In addition to the inherent value of understanding the truth of people's lived experiences in our community, the information that we gather in this process will aid the CSR Team in making recommendations to the Selectboard about what systems, programs, or processes our community sees as worth increasing or decreasing support for, will show us redundancy or gaps in safety, and will give us a much more accurate picture from which to determine next steps and possibilities.

B) Community Safety Systems Review: A Comprehensive Quality Review of the Town's Professional Community Safety Programs (Brattleboro Police Department & Dispatch & Police Social Work Liaison program, and ancillary supports to emergency responders/rescue, mental health crisis intervention)

This proposal includes a review of Brattleboro's community safety systems and available data associated with safety, use of force, and experiences of danger & harm. It is the facilitators' hope to perform as comprehensive of a review as is possible in this time frame proposed.

The central element of the community safety systems review will be a Brattleboro Police Department (BPD) Quality Review. The Brattleboro Police Department's budget accounts for 12.5% of the Town's FY 2020 budget. Combined with Dispatch, these community safety services amount to 15.5% of the overall budget. Additionally, in the FY 2020 budget the Town anticipates revenues of \$118,441 from the Police Department with approximately 40% of that coming from Rescue Inc Dispatch Fees.

Community Safety Review Proposal

The Brattleboro Police Department, as an armed enforcement agency, has the potential to cause the most harm and danger to individuals in the community with law enforcement practices. In response to the national call for police accountability, a comprehensive review of Brattleboro's current policing system is a critical step in understanding how to ensure oversight & accountability, community democratic control, and effectiveness of our current investments in community safety.

This will include a review of documentation of the following Police structures and processes over the past two years:

- Grievances & Accountability practices
- Documentation of statistics relating to arrest, detainment, & use of force (racial identity, review/accountability, specific interventions, impact/outcomes)
- Documentation of staff oversight and development, including DEI trainings, crisis de-escalation, preventing use of force
- Documentation of CPCC meetings
- Budget (revenue and expenses) and use of resources

This review will also include:

- Meetings with leaders of the Department
- Listening sessions with current police officers (1-2)
- Meetings with other community safety programs & professionals, TBD by the CSR Team

Deliverables:

From the information gathered by the team, we hope to create at least three main deliverables, including:

- A written report of the current model/systems of community safety that synthesizes data gathered from both arms of the process (as described above)
- A visual "map" of the larger ecosystem of harm and safety that exist within the community (Current Community Safety Systems Ecosystem Map)
- A list of preliminary (short-term) recommendations for the Selectboard to consider for the upcoming budget year, as well as potential next steps/longer-term recommendations.

We acknowledge that in many ways this is just the beginning of the work, and envision that the CSR Team's recommendations might include some next steps, budget recommendations, and potentially other asks for the Selectboard, including ways to continue aspects of the work that require further development or study. We understand that our engagement will end in December and have an impact on the town's process through March, and that any future work would be determined by the Selectboard and require a separate scope, proposal, etc.

Community Safety Review Proposal

Measures of Success:

We will measure success using the following metrics:

Metric	Measurement Tool
<p>Accessibility of the process to people most impacted by police intervention</p> <p>Broad range of participation & experiences gathered from the impacted communities</p>	<p>Quantitative review of responses over a diverse group of ways people identify</p> <p>Presence or absence of interpretation & translation services will be tracked</p> <p>Presence or absence of technological supports for participants will be tracked</p> <p>Use of childcare will be tracked</p> <p>Analysis of answers to optional participant brief feedback survey questions</p>
<p>Felt Sense of Collaborativeness in the Process (respect & reciprocity between community participants, CSR Team members)</p>	<p>A CSR Team Survey will be administered at two (2) separate intervals- 1st week of November & 3rd week of December</p> <p>Analysis of answers to optional participant brief feedback survey questions</p>
<p>Felt Sense of Safety in the Process (community participants, CSR Team members, facilitators)</p>	<p>A CSR Team Survey will be administered at two (2) separate intervals- 1st week of November & 3rd week of December</p> <p>Presence or absence of trauma-informed, body-based, safety-focused information gathering methods will be tracked</p> <p>Analysis of answers to optional participant brief feedback survey questions</p> <p>Facilitators will report on qualitative data of sense of safety in the final report</p>
<p>Production of Deliverables</p>	<p>Creation/presence of:</p> <ul style="list-style-type: none"> • Current Community Safety Ecosystems Map • Report on the Community Safety Review, including data gathered from community experiences and community safety systems review • Recommendations to the Selectboard

Measurement Tools:

1. Information Gathering Tool: This tool will capture how community participants self identify, and their answers to the questions asked by facilitators/CSR Team members (to be further developed by the CSR Team).
2. Process Tracking Tool: This tool will capture data on availability & use of translators/interpreters, availability & use of technical supports, availability & use of child care, style of information gathering (verbal/story-sharing, creative/art-based, somatic/body-based, anonymous testimony, etc).

Community Safety Review Proposal

3. CSR Team Survey: This tool will be administered twice as a process and outcome check for the CSR committee. This tool will ask CSR members about their felt sense of collaborativeness, their felt sense of safety, their met and unmet needs, and their recommendations and feedback about the process.
4. Optional Participant Survey: This tool will consist of 3 questions at the end of information gathering sessions that participants can choose to answer or not. (All questions asked to participants will be optional).

Brief Participant Survey - Optional					
Circle one number/response that corresponds to your experience Then, add a comment if you would like to. Thank you.					
How collaborative did this feel?	1 mostly not	2 somewhat not	3 neutral	4 somewhat yes	5 mostly yes
Comment?					
How safe did this feel?	1 mostly not	2 somewhat not	3 neutral	4 somewhat yes	5 mostly yes
Comment?					
Is there any way we could have better met your needs?	Yes		No		
Comment?					

Potential Participants

We have already reached out to and received support from The Root Social Justice Center, The Susu Healing Collective, Out In the Open, The Hive Mutual Support Network, The Brattleboro Community Justice Center, and HCRS about possible collaboration and there are possibilities for collaboration with each. We also envision that we will be communicating with more of our community's social justice and social service organizations, such as Turning Point, Groundworks, Pathways, The Women's Freedom Center, Youth Services, and others who work to end or mitigate economic, structural, and interpersonal violence.

Additionally, the *Community Safety Systems Review* will involve communication with Brattleboro Police Department, including Chief Fitzgerald as well as others within the department. It will also

Community Safety Review Proposal

include connections with those who work in proximity to or in collaboration with the department, such as dispatch, police social workers, mental health crisis response workers, and potentially others.

Lastly, the CSR Team members will help us identify and implement creative outreach, so that community members who want to share their individual experiences and visions have the opportunity to do so, and so that the process is as transparent and demystified as possible.

What are the Risks?

There are several risks in this work. We want to acknowledge first and foremost that particularly in this political climate, any open process around policing and racial justice has the potential to expose BIPOC to explicit racism and harm. We further acknowledge that having white facilitators could contribute to this risk, particularly without explicit communication and practices that ground the work in antiracism and work to share power and accountability.

Our hope is to manage this risk in many ways, including stepping into the work, if called to do so by the Selectboard and community, as white accomplices in the work of ending white supremacy, ready to be humble, listen, and create space for authentic co-creation and power sharing. Another way we will address this risk is to co-create agreements together at the beginning of our work that define what we expect from one another regarding goals and behaviors within the committee, and ways that we can support one another in our work with the community. We will also be using trauma-informed and somatic practices to assist us in creating safer containers for sharing our experiences and contributing to the process.

The impact of the COVID 19 pandemic on the work could be framed as a significant risk. We are aiming to mitigate the risk of this process contributing to the pandemic or the pandemic hindering our wellness by holding as much of the work as possible virtually. We are currently planning to host all committee meetings and information gathering virtually, though we will finalize our accessibility and pandemic response plans with the CSR Team. We may need to expand our accessibility resources, such as lending technology to individuals who would otherwise not be able to participate. This will be determined in the early phase of the project, and is reflected in the budget.

To address this unprecedented time in pandemic and recognize the inherent need for humans to adapt to unknown and unforeseeable circumstances, the facilitators reserve the right to adapt the process at any time, including shifting co-facilitation responsibilities to CSR Team members or designated Co-Facilitators as needed and with consent.

Another risk is that the limited timeline will limit the comprehensiveness of the process. The expectation that large problems may be wrapped up in a tidy bow at the end of the process may hinder the usefulness of our examinations. We understand that one of the contradictions of anti-racist and anti-oppression work is to be quickly responsive while not getting tunnel vision due to an urgency mindset. We hope to address this risk by keeping the deliverables limited and

Community Safety Review Proposal

leaving space for the CSR Team to address next steps and recommend a longer timeline, as necessary.

Proposed Schedule:

We are using the following schedule to guide our understanding of the work. We expect there may be unforeseeable shifts in the schedule, and we may adapt the schedule at times to accommodate the needs of the community. We plan on wrapping up and submitting the deliverables by the due date reflected in the RFP.

Timeline	Tasks	Who?
September	<i>Introductions & Project Initiation</i>	
<i>Week 3</i>	Selectboard Meeting Decision	<i>*Selectboard</i>
<i>Weeks 4 & 5</i>	Initial Community Safety Review (CSR) Team Meeting¹ to establish group norms & agreements and build connection & trust; establish decision-making processes; set initial goals & structure of the Committee collaboratively; assign tasks (<i>open meeting</i>)	<i>*Core Facilitators *CSR Team</i>
	Information Gathering Meeting: Legal & Administrative to obtain information on legal and administrative structures & rules that govern this project and to orient Facilitators & Committee Members to Town government and community safety systems.	<i>*Core Facilitators *CSR Team Rep(s) *Town Lawyer *Town Manager *Asst. Manager</i>
	Connect with Potential Participants to refine their role in the review process, including potential co-facilitators.	<i>*Core Facilitators</i>
October	<i>Information Gathering & Adapting</i>	
<i>Week 1</i>	CSR Team Meeting to finalize plan & schedule for listening sessions, 1:1 contacts, & submission of anonymous testimony and to identify facilitation needs & responsibilities and design questions (<i>open meeting</i>)	<i>*Core Facilitators *CSR Team</i>
	Information Gathering Meeting: Police Department to review the scope of the project and request materials needed for review.	<i>*Core Facilitator(s) *CSR Team Rep(s) *Town Manager *Police Chief</i>
<i>Week 2</i>	CSR Team Meeting to identify programs/individuals to connect with & schedule meetings; finalize questions for public engagement & feedback; begin collecting community experience data; and continue to build trust & strengthen trauma-informed strategies for gathering and documenting	<i>*Core Facilitators *CSR Team *Co-Facilitator(s)</i>

¹ Meetings & Tasks of the Community Safety Review Team are noted in Purple. Deliverables are noted in Green.

Community Safety Review Proposal

	<p>information (<i>open meeting- data will be de-identified before meeting</i>).</p> <p>Create a Current Community Safety Ecosystems Visual Map based on initial information gathered about Town structures and scope of practice.</p> <p>Week 3 CSR Team Meeting to organize data collection processes including de-identification; team building; process assessment & adaptation; assign tasks (<i>open meeting- data will be de-identified before meeting</i>)</p> <p>Information Gathering: Listening Sessions, 1:1 Contacts, & Anonymous Testimony</p> <p>Analyze & De-Identify Community Experiences Data</p> <p>Begin Community Safety Systems Review by obtaining & reviewing requested information from BPD & ancillary community safety programs.</p> <p>Week 4 CSR Team Meeting to check-in on process & progress; update plan & schedule as needed; collect & organize data for reporting; assign tasks (<i>open meeting- data will be de-identified before meeting</i>).</p> <p>Information Gathering: Listening Sessions, 1:1 Contacts, & Anonymous Testimony</p> <p>Analyze & De-Identify Community Experiences Data</p> <p>Schedule Police Officer Listening Sessions(s) to obtain feedback from police officers.</p> <p>Continue Community Safety Systems Review through qualitative & quantitative data analysis</p>	<p>*Core Facilitators *CSR Team Rep(s)</p> <p>*Core Facilitators *CSR Team</p> <p>*Core Facilitator(s) *CSR Team Rep(s) *Co-Facilitator(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p> <p>*Core Facilitators *CSR Team</p> <p>*Core Facilitator(s) *CSR Team Rep(s) *Co-Facilitator(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p>
<p>November</p>	<p>Information Gathering & Analyzing</p> <p>Administer CSR Team Feedback Survey</p> <p>Weekly CSR Team Meetings (4) to check-in on process & progress; review & discuss survey responses & unmet needs; update plan & schedule as needed; collect & organize data</p>	<p>*Core Facilitators</p> <p>*Core Facilitators *CSR Team</p>

Community Safety Review Proposal

	<p>for reporting; assign tasks (<i>open meeting- data will be de-identified before meeting</i>)</p> <p>Information Gathering: Listening Sessions, 1:1 Contacts, & Anonymous Testimony</p> <p>Listening Sessions (1-2) w/ Police Officers</p> <p>Check-In with Town Selectboard</p> <p>Analyze & De-Identify Community Experiences Data</p> <p>Continue Community Safety Systems Review through qualitative & quantitative data analysis.</p>	<p>*Core Facilitator(s) *CSR Team Rep(s) *Co-Facilitator(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p>
December	<i>Finalize Recommendations</i>	
<i>Weeks 1 & 2</i>	<p>CSR Team Meetings (2) to check-in on process & progress; update plan & schedule as needed; collect & organize data for reporting; assign tasks (<i>open meeting- data will be de-identified before meeting</i>)</p>	<p>*Core Facilitators *CSR Team</p>
<i>Week 3</i>	<p>Administer CSR Team Feedback Survey</p> <p>Wrap Up Information Gathering: Final Listening Sessions, 1:1 Contacts, & Anonymous Testimony</p> <p>Finish Analyzing & De-Identifying Community Experiences Data</p> <p>Finalize Community Safety Systems Review through qualitative & quantitative data analysis.</p>	<p>*Core Facilitators</p> <p>*Core Facilitator(s) *CSR Team Rep(s) *Co-Facilitator(s)</p> <p>*Core Facilitator(s) *CSR Team Rep(s)</p>
<i>Week 4 (holiday week)</i>	<p>Begin Compiling Report to the Town</p>	<p>*Core Facilitator(s) *CSR Team Rep(s)</p>
<i>Week 5</i>	<p>Final CSR Team Meetings to celebrate process & progress and finalize report to Town (<i>open meeting- data will be de-identified before meeting</i>)</p>	<p>*Core Facilitator(s) *CSR Team</p>
<i>by Dec 31st</i>	<p>Submit Report with Outcomes & Recommendations of the Community Safety Review to the Town Selectboard</p>	<p>*Core Facilitator(s) *CSR Team</p>

Budget Overview:

Community Safety Review Proposal

The following budget outlines the *anticipated costs* of the proposal outlined above. The facilitation team will track all hours spent on the project and will submit invoices to the Town to be paid monthly. If this proposal is selected, we will monitor time spent on the project closely and be sure not to invoice beyond the accepted budget. With Great Heart, PLC will serve as the fiscal agent for this project and will distribute all funds, **except stipends**, which we expect to be directly paid by the town to Committee members monthly.

The budget is broken into three parts. The first part covers the cost of facilitation labor, the second provides stipends for up to nine (9) committee members (as suggested in the RFP), and the third provides labor and materials to increase accessibility for the process.

The first two sections are fairly self-explanatory. The amount of committee members may vary, which means that we may come in under budget in the CSR Committee Stipends section.

The third piece of the budget represents the labor and materials that are required to ensure that this vital community process is accessible to the widest range of participants possible. Given that the Deaf/hard of hearing community can face specific risks regarding police and policing, the interpretation supports listed are vital. We are open to access requests from our community about further accessibility needs, and will accommodate them to the best of our ability. Further, interpretation between English and other languages is budgeted similarly. Depending on how often those supports are needed, we may come in under budget on interpretation services.

The childcare line item serves two main functions. The first is to ensure that for community members for whom childcare is a barrier to participation, that those people are able to participate. The second function is to make sure that for those people who have experienced violence, that they feel able to show up and speak openly about experiences that it would be developmentally inappropriate and harmful for children to witness or participate in. We envision that this could be spent at a rate of \$20/hr for specific listening sessions, only for community participants for whom lack of child care is a barrier to participation, to be spent as they see most appropriate for their families. This allows for people to make the safest choices possible for their own families during this pandemic, and will support domestic and sexual violence survivors and others in being able to freely share about their experiences without concern about their children being harmed by this process.

The tech support line item is designed to enable folks to share their experiences who don't have access to a device and WiFi, or who have limited income and limited phone minutes. Due to Covid-19, we anticipate conducting interviews, listening sessions, and gathering information virtually. This means that tech might be a barrier for some people's participation. We might spend this on prepaid phone cards, a cheap prepaid phone, or other tech support to enable people who would otherwise not be able to contribute to this review to share their wisdom and experiences.

The outreach line item is for printing flyers or running ads, as needed, about specific forums or opportunities for community participation, as decided by the CSR Team. We will also rely

Community Safety Review Proposal

heavily on unpaid social media sharing, connection with local organizations and their networks, the Town's website, and other free modes of direct outreach.

The materials line item includes money for the production of a visual map of community safety systems, as well as materials that enable the creative, expressive modes of gathering information as described above. We hope that the ability for people to engage with these ideas and this process non-verbally or "extra-verbally" will increase access for all types of people, encompassing a wide range of learning and participation styles and supporting a range of abilities and disabilities. We believe that diversifying our modes of communication and information gathering will increase the depth and breadth of our connections and understandings.

The total budget for this review is equivalent to about 1.4% of the Brattleboro Police Department's FY 2020 budget.

Proposed Budget: September - December 2020

Budgeted Item	Anticipated Cost
<p><i>Facilitation Team</i></p> <p>Incl. two (2) Core Facilitators (Emily Megas-Russell & Shea Witzberger) & limited, specific Co-Facilitation support</p> <ul style="list-style-type: none"> • <i>Facilitation Rate:</i> \$50/hr • <i>Expected # of Hours:</i> 20 hours/week 	\$15,000
<p><i>CSR Committee Stipends</i></p> <p>(9) Committee Members @ \$950/member</p>	\$8,550
<p><i>Outreach and Accessibility Supports</i></p> <p>Sign language interpreters: \$75/hour * 2 interpreters * up to 32 hours (if interpreters are needed at CSR Team meetings & listening sessions) = \$4,800 Spoken language interpretation: ~ \$75/hr * up to 32 hours (if interpreters are needed at CSR Team meetings & listening sessions) = \$2,400 Child Care: \$1,000 Tech Support: \$300 (prepaid phone cards, other tech supports) Outreach: \$150 (printing & advertising) Materials: \$150 (production of deliverables, tools for facilitating creative expression)</p>	\$8,800
TOTAL ANTICIPATED PROJECT BUDGET:	
	\$32,350

Closing:

We are grateful for The Selectboard's thoughtful consideration, and look forward to meeting with you all soon. Thanks for investing in this important and timely work!

EMILY MEGAS-RUSSELL, LICSW

Brattleboro VT | wgreatheart@gmail.com

SKILLS AND ABILITIES

- Clinical Consultation, Supervision, and Training
- Strategic Visioning, Organizational Management, and Continuous Quality Improvement (CQI) Consultation
- Individual and Couples Psychotherapy
- Ceremony Facilitation and Space-Holding

RELEVANT EXPERIENCE

WITH GREAT HEART, BRATTLEBORO VT

Owner/Psychotherapist/Consultant

JANUARY 2017-PRESENT

- Operate private psychotherapy practice for individuals and couples utilizing talk therapy, mindfulness and embodied movement. Areas of interest include anxiety, depression, trauma, relationship issues, sexuality, disembodiment & chronic pain, and spirituality & mental health.
- Competence in CBT, Trauma Integration, Somatics, Radical Acceptance, Authentic Movement, Mindfulness, Parts Work, and more.
- Manage practice billing through Medicaid and private insurance companies.
- Provide support developing, facilitating, and holding space for sacred ceremony honoring life cycle events.
- Current consultation relationships with: *Health Care & Rehabilitation Services, Groundworks Collaborative, Springfield MA Department of Community Corrections*
- Provide clinical consultation to human service organizations in the following areas: strategic visioning/organizational management; clinical training and supervision; CQI, and program development

HEALTH CARE AND REHABILITATION SERVICES (HCRS), SOUTHERN VT

Quality Assurance Manager

Director of Residential Programs

Program Director

Social Worker

APRIL 2010 – FEBRUARY 2017

- Currently in a *consultation role*, providing clinical training & supervision and quality assurance support
- **QA Manager:** Developed and executed a CQI plan for a regional community mental health agency serving over 5,000 consumers. Managed internal quality audits and reviews and prepared the agency for external quality audits, including state agency, Medicaid, and JCAHO reviews. Provided support and guidance for program development. Supervised clinical interns and new clinicians towards licensure.
- **Director of Residential Services:** Oversaw administration and operations of 5 adult residential recovery programs across Windham and Windsor counties with a total of 38 beds and 100 employees across a level of care continuum that includes intensive residential, crisis stabilization, and semi-independent living. Provided administrative and clinical supervision a team of approx. 9 program managers/clinicians who provide direct management of programs and care to residents in the programs.

- **Program Director:** Managed a 6-bed staff-secure residential home for adults with significant mental health challenges who were transitioning out of long-term psychiatric hospital stays. Oversaw daily operations of the home, supervised staff, and provided clinical direction to the program.
- **Social Worker:** Provided direct psychotherapy and case management to 6 residents in a staff-secure residential home for adults with significant mental health challenges. Provided clinical consultation and guidance to residential staff.

EDUCATION

COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK, NEW YORK, NY
 MASTER'S DEGREE IN SOCIAL ENTERPRISE ADMINISTRATION/CONTEMPORARY SOCIAL ISSUES (MSW) – 2007

GEORGE WASHINGTON UNIVERSITY, WASHINGTON, DC
 BACHELOR'S DEGREE IN CRIMINAL JUSTICE (BA) – 2005
 Magna Cum Laude, Phi Beta Kappa Honor Society

RELEVANT ACTIVITIES

Professional Licensure

LICSW, Vermont. License #: 089.0073007 Effective Date: 11/22/2010 Expiration Date: 1/31/2022

Highlights of Professional Trainings & Engagement

Clinical/Administrative:

- Developed & facilitated the following *training programs* for community mental health staff, 2014-2017:
 - *Enhancing Clinical Competency in Addressing Risk*
 - *Trauma-Informed Care*
 - *Living in the Grey: A Harm Reduction Approach to Substance Use*
 - *DSM V: What you Need to Know as a Clinician*
- Served as a Panel Speaker at VT DMH Conference “*A State of Mental Health: Challenges, Opportunities, and Future Directions of Vermont's Adult Mental Health System*”: September 2014
- Trauma and Recovery; Rebuilding Shattered Lives: September 2012
- Trauma and the Brain: What Brain Science can teach us about Trauma Therapy, June 2011.
- Certificate in ‘Leading Change in Complex Organizations’, MIT Sloane School of Management, 2009.
- Group Facilitation Methods, Institute of Cultural Affairs, December 2007.

Somatics:

- The Realization Process with Judith Blackstone, 2016, 2017, 2018, 2020-2021
- EmbryoFlow: Exploring Embryonic Development w/ Bonnie Bainbridge Cohen & Christine Cole, June 2016.
- *Certified Yoga Instructor*, 200-Hour Shakti Flow Yoga Teacher Training Certification, 2012.
- 40-Hour Yoga Teacher Certificate in Trauma Sensitive Yoga: October 2012.

Interests & Affiliations

- Lost River Racial Justice, affiliate of Standing Up for Racial Justice (SURJ)
- The Rabbit Whole Collective ritual performance theatre group
- Contact Improvisation

Shea Witzberger

Summary

- Conscientious, flexible, hard working, passionate, creative, appropriately humorous, articulate, and grounded in anti oppression principles and practices
- Skilled trainer, facilitator, educator, consultant, advocate, team leader, team member, language crafter, editor, and listener
- Experienced in community building and organizing, responding to systemic and interpersonal violence, and direct support with those who have experienced violence, homelessness, drug use and/or are in recovery, and those with received psychiatric diagnoses or who experience extreme states
- Fluent in social media, MS Office, Google Suite, and a quick tech learner
- Seeking opportunities to use my unique skills, experiences, and energy to facilitate processes that contribute to safety, eradicate oppression, and directly support those experiencing violence in my communities.

Work Experience

Independent Facilitator/Educator/Consultant/Artist, (2013- present)

- Worked with arts organizations, community organizations, and educators to create stronger responses to violence and violence prevention programs, to gain language and frameworks about intimate partner violence and response, and to create space for anti oppression frameworks within their work
- Crafted language, steered committee work, and created educational resources around consent, sexual and relationship violence, healthy hook ups and relationships, transformative and restorative justice, violence prevention, bystander intervention, accountability, community safety, and more
- Created art works independently and collaboratively for/with art companies, social justice organizations, colleges, and small businesses that promote collective liberation, antiracism, an end to violence, and resilience

Youth Advocate, The Women's Freedom Center, Brattleboro, VT (2017- 2019)

- Worked as a domestic and sexual violence crisis advocate, covering a 24 hour crisis hotline, providing 1:1 safety planning and advocacy to survivors over the phone and in person, facilitating domestic and sexual violence support groups, providing assistance with court paperwork and Relief From Abuse hearings, providing supports in the shelter system, and connecting survivors to legal, housing, safety, food, employment, and other supports and resources
- Advocated with survivors in the court system, with police, with housing organizations, with employers, with DCF, in hospitals, with parole officers, with other domestic violence programs, and in many other contexts
- Lead the Center's youth work, including advocacy for teen and young adult survivors, as well as educational and community building work in local colleges and schools, focused on teaching young people and the adults that work with them about sexism

and homophobia and transphobia, gender and sexual identity, navigating dating pressures, identifying abuse, building healthy and safe relationship skills, bystander intervention, and educating young people about the possibilities and limits of community safety and support resources

- Trained many schools and local organizations, including some area elementary schools, most local middle and high schools, local colleges, and many non profit and social service organizations about supporting youth survivors, identifying abuse, responding to violence, honoring people of all gender identities, and creating safer cultures for young people of all genders, as well as orienting them to The Women's Freedom Center's supports

Collective Member, The Royal Frog Ballet (2015- present)

- Worked with collective members to create large scale, site specific, land based performance and installation work in the annual Surrealist Cabaret show in Western Massachusetts and Central Vermont.
- Produced a large gallery show and many annual performances, playing a variety of roles and working collaboratively

Service Coordinator, Pathways Vermont, Brattleboro, VT (2016-2017)

- Worked in the Housing First program to directly support individuals experiencing chronic homelessness, mental/emotional struggle, and recent incarceration with a variety of needs
- Supported people in crisis, sat with people in hospitals, visited people in The Retreat and other facilities, and provided rotational on call support.
- Supported people in navigating Vermont State Housing Authority, Social Security, Economic Services. Coordinated support with Groundworks Collaborative, Brattleboro Police Department, and other organizations.
- Shared the case load with a small Housing First team, met daily to assess needs and divide tasks, and participated in co-reflections, clinical supervisions, trainings, and other team collaborations.
- Obtained and utilized professional development and training in harm reduction, the housing first model, Intentional Peer Support, Alternatives to Suicide, staying in difficult conversations, first aid, overdose prevention, medicaid note compliance, and more.

Sexuality, Health, Social (Justice) Studies Teacher, and 1:1 Support,

Kindle Farm School, Newfane, VT, (2012-2016)

- Developed and delivered original, experiential, social justice and harm reduction based curriculum in the subjects of sexuality, consent, relationships, gender, health, social (justice) studies, and art for students in elementary, middle, and high school.
- Worked with behaviorists, therapists, school districts, administrators, and other service providers to implement collaborative and individualized curricular supports for students who have received diagnostic labels and Individualized Education Plans.
- Obtained and utilized consistent professional development and training in trauma and trauma informed teaching, de-escalation, suicide prevention, multiple intelligences, supporting learning diverse classrooms, data collection, narrative documentation, and much more.
- Consulted, mediated, and advocated in the spheres of sexuality and consent, gender diversity, antiracism, and social justice with staff, administrators, and students.

Previous Work History, Abridged

- **Substitute Teacher, Wildflowers Playschool, Putney, VT (2015-2020)**

- **Our Whole Lives Sexuality Educator**, UCC and UU congregations, Brattleboro, VT (2015)
- **Pre College Program Evening Enrichment Leader**, Marlboro College, Marlboro, VT (2013)
- **Politics/Wellness Educator**, Journey School Homeschool Cooperative, Brattleboro, VT (2011)
- **Assistant Manager**, Brattleboro Area Farmers' Market, Brattleboro, VT (2011-2012)
- **Gallery Supervisor**, Drury Gallery, Marlboro, VT (2010-2012)
- **Youth Summer Enrichment Program Leader**, Westgate Affordable Housing, Brattleboro, VT (2010)
- **Production Assistant**, "Toxic Tours-Nuclear Ohio" Documentary Film, Yellow Springs, OH (2009)

Education

Graduate Certificate in Nonprofit Management, Marlboro College Graduate Center, Brattleboro, VT 2013

BA in Political Theory, minor in Art, Marlboro College, Marlboro, VT 2012

- Elected Commencement Speaker
- Elected Town Crier
- Orientation Trip Leader

Volunteer Experience

Board Member, Women's Freedom Center, Brattleboro, VT 2012-2015

Board Member, Latchis Arts, Brattleboro, VT 2012-2015