



TECHNICAL APPLICATION

TO

THE U.S. DEPARTMENT OF JUSTICE

Office of Community Oriented Policing Services (COPS Office)

FY24 Community Policing Development: Law Enforcement Products and Resources

Grants.gov Opportunity Number: O-COPS-2024-172066

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| Organization Name: | PH International (Project Harmony, Inc.) |
| Project Title: | Community Unity for Safer Policing (CUSP) |
| Requested # of months | 24 months |
| Target Region: | Washington County, Vermont |
| Name & Contact Information for Main Point(s) of Contact: | <i>Contact points for the application:</i> Ms. Meg Harris Director of Program and Fund Development E-mail: meg.harris@ph-int.org Tel: +1 (802) 496-4545 <i>The person with authority to contract for PH International:</i> Ms. Ann Martin Executive Director E-mail: ann.martin@ph-int.org Tel: +1 (802) 496-4545 |
| Requested Funding Amount: | \$382,328.61 |

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I. EXECUTIVE SUMMARY

The goal of the Community Unity for Safer Policing (CUSP) project is to develop a cost-effective approach to expanding community policing and restorative justice services that can serve as a national model for rural communities without a police force while reducing demands on state police. PH International and its partners will pursue three objectives: 1) Strengthened community policing (CP) services at the municipal level; 2) expanded access to restorative justice at the county level; and 3) increased community engagement with community policing and restorative justice services. Partners include the Vermont State Police (VSP), Town of Waterbury and neighboring communities, the Washington County-based Montpelier Community Justice Center, and mental health and school district service providers.

PH will implement the 2-year CUSP project in three phases, Phase I: review expected results with the COPS Office and program partners, a deliberative needs assessment with community input, hire and train a civilian Community Service Officer (CSO), expand restorative outreach services, and group training with project partners; Phase II: roll-out of new community policing practices at the municipal level in Waterbury in partnership with state police; and Phase III (Year 2) community policing activities in additional pilot towns with VSP support to expand restorative justice and community policing options in smaller neighboring communities.

The benefits of this project to agencies nationwide include: *Enhanced Community Trust* between law enforcement and communities; *Improved Efficiency* through proactive problem-solving and restorative justice to reduce the burden on traditional law enforcement and court systems; *Sustainable Crime Prevention* by addressing the root causes of minor disputes and fostering community involvement; and a *Replicable Framework* for adaptation by law enforcement agencies nationally, promoting widespread adoption of effective community policing practices.

II. TOPIC IDENTIFICATION & JUSTIFICATION

PH proposes to address the development and implementation of a community policing and restorative justice model tailored for small rural towns, based on a pilot program in Waterbury, Vermont, and neighboring communities—Community Unity for Safer Policing (CUSP). Across the U.S. towns like Waterbury are experiencing a lack of availability and affordability of police officers. Community justice also suffers from an over-burdened court system often unable to adjudicate cases in a timely manner.ⁱ Waterbury disbanded its police force in 2018 due to cost and has attempted to fill policing gaps by contracting with the state police. However, the Vermont State Police are experiencing a 40% vacancy rate and since the pandemic have adopted a minimal engagement approach.ⁱⁱ As this situation becomes more common throughout the United States, the state police themselves acknowledge that community policing practices become the first victim. Fewer local police departments retained a written community policing plan in 2020 (32%) than in 2016 (42%), with larger urban departments maintaining an outsized share compared to those serving smaller populations.ⁱⁱⁱ

Waterbury is currently in the process of negotiating its next contract with the Vermont State Police and the town has begun to explore new options with a local non-profit with experience in adapting community policing approaches and incorporating restorative justice practices into communities. The COPS funding opportunity provides the opportunity to pilot a cost-effective approach to expand community policing and restorative justice services and improve the community/municipal interface in Waterbury and neighboring rural communities that can serve as a national model for rural America.

This pilot project will address minor disputes and legal issues in communities through the introduction of a new Community Service Officer (CSO) who will work for the town in

conjunction with a Restorative Outreach Specialist hired through the local Community Justice Center servicing the county and located in neighboring Montpelier, Vermont. The CSO will report directly to the Waterbury Town Manager who will be very involved with managing this partnership. This approach seeks to create a more equitable approach for achieving community awareness, respect, and compliance with the rule of law, justice, and adjudication while minimizing the escalation of conflicts.

National Scope and Significance

This is an issue of national importance as many small towns across the United States face similar challenges. These towns often cannot afford their own police force^{iv} and must rely on state police, who may not be well-equipped to handle minor, yet significant, community issues. Despite 75% of local police departments in the U.S. having under 25 officers, there is a noted lack of evidence-based research around testing and extrapolating solutions to mounting policing problems in small and rural towns.^v These well-established and worsening problems – a positive feedback loop instigated by limited resources culminating in staffing shortages and a lack of specialized training, access to technology, and community engagement^{vi} – are a stark impetus to create innovative local policing arrangements that reduce the traditional police burden and increase community involvement to improve community policing outcomes.^{vii} By piloting this model in Waterbury, Vermont for two years, and in neighboring towns in the second year, and documenting the process and outcomes, we aim to provide a scalable and adaptable framework that other small towns can implement. The proposed project aligns with the objectives of community policing by fostering strong community relationships, enhancing public trust, and promoting problem-solving strategies tailored to the specific needs of small towns.^{viii} Moreover, the project will provide a unique opportunity to test and improve on previous COPS Office

initiatives and products such as the collaboration with George Mason CEBCP and IACP that provided recommendations on crime reduction practices for small, rural, and tribal law enforcement agencies.^{ix}

The turmoil that has been experienced by police across the United States over the last few years has been difficult for officers trying to perform their duties while at the same time hearing cries from communities across the nation for police reform. Even in these difficult circumstances, while operating as a quasi-military system put in place 200 years ago, police have made tremendous strides in professionalism and developing community policing approaches to engage their communities. This proposal recognizes that change is a necessary component to increasing police effectiveness, citizen trust, and satisfaction. It is in this vein that PH International proposes the institutionalization of restorative justice practices^x to not only allow police to empower their communities but also employ a process that lends to real healing in the community, tremendous growth in relationships, vast savings of community resources on traditional police spending, and a satisfaction never experienced within the formal criminal justice system. There is the added benefit of removing cases from the criminal justice system and saving large amounts of funds for other purposes. This proposal seeks to continue this groundbreaking work and to expand its reach throughout communities by training professionals in the community including community stakeholders, school teachers and administrators, and the police themselves.

Overview of Theory, Research, and Data

The theory underpinning this project is rooted in the principles of community policing and restorative justice. Community policing emphasizes proactive problem-solving and police community partnerships to address the causes of crime and social disorder. Restorative justice

focuses on repairing harm through inclusive processes that engage all stakeholders.

Research indicates that traditional policing models often fail to address minor disputes effectively, leading to unnecessary escalations and adversarial court proceedings. A study by the Vera Institute of Justice (2021) found that restorative justice approaches can reduce recidivism and improve satisfaction for both victims and offenders.^{xi} Additionally, data from the Bureau of Justice Statistics (2019) shows that small towns with limited law enforcement resources often experience slower response times and lower clearance rates for minor crimes.^{xii} Despite their limited capacity, Weisner's 2020 study found that rural police departments handle significantly more public-service calls than urban police departments, suggesting a need for community policing that departments are increasingly unable to address with traditional arrangements.^{xiii} Innovative policing structures that lessen the burden on local police units, like the regionalization of local police departments in New Hampshire, have successfully reduced crime and increased community policing.^{xiv} The CUSP project draws on these insights, proposing an innovative model that combines community policing practices with restorative justice practices.

Creative Approach and Deliverables

The core deliverable of this project will be a comprehensive case study and evaluation report detailing the implementation of a civilian Community Service Officer role and the integration of restorative justice through a county-based Community Justice Center. This report will be designed for national distribution, offering a detailed guide on how small towns can adopt and adapt this model to their unique contexts. The evaluation report will fill a critical need in the law enforcement field by providing a tested, evidence-based framework for small towns to manage minor disputes effectively. It will offer practical guidance on establishing a civilian Community Service Officer role with State Police back-up support, forging partnerships with

restorative justice centers, and developing community trust and engagement.

Additional deliverables include the Community Dialogues forums^{xv} that serve to introduce the program to communities, allow community members to identify and prioritize community safety issues and discuss possible solutions, and provide buy-in to the program; the community policy training curricula for law enforcement, town employees, school representatives, service agencies, and community members; and the pilot program itself.

Innovation and Creativity

Our approach is innovative and creative in several key ways:

- *Role Creation:* Introducing the Community Service Officer as a dedicated role to bridge the gap between law enforcement and community-based restorative justice practices. This role is specifically tailored to address minor disputes, municipal ordinance compliance, and legal issues that are often neglected in traditional policing models due to resource constraints.
- *Partnership Model:* Establishing a formal partnership with the Community Justice Center to handle minor disputes, thereby reducing the burden on state police and avoiding adversarial court processes. This partnership leverages the strengths of both community-based justice practices and formal law enforcement.
- *Scalability and Adaptability:* Designing the model to be scalable and adaptable for small towns and rural counties across the nation. The framework includes clear protocols and training materials that can be easily customized to fit the unique needs and resources of different communities.
- *Holistic Evaluation:* Conducting a thorough evaluation with the involvement of community policing and restorative justice experts to document outcomes, lessons

learned, and best practices. This rigorous evaluation ensures that the model's effectiveness is thoroughly assessed and provides credible evidence for other towns considering adoption.

- *Integrated Community Involvement:* Engaging local stakeholders, including mental health centers, the school district, and the community at large. This integrated approach ensures that the model addresses a broad spectrum of community needs and fosters a collaborative environment.
- *Technological Engagement:* Utilizing "Text My Gov" technology to enhance community interaction and streamline communication between residents and the Community Service Officer. This technology provides an accessible and efficient platform for residents to report issues, seek assistance, and stay informed about community initiatives.
- *Proactive Problem-Solving:* Shifting the focus from reactive policing to proactive problem-solving. The Community Service Officer will work closely with residents to identify underlying issues contributing to minor disputes and develop tailored solutions that prevent escalation.
- *Restorative Justice Integration:* Creating an environment where restorative justice practices can thrive. By embedding restorative justice into the fabric of community policing, the project aims to transform how minor disputes are handled, emphasizing reconciliation, restitution, and community healing over punitive measures.
- *Enhanced Training Protocols:* Developing comprehensive training protocols for all partners involved in the project. This training will ensure that all stakeholders are equipped with the knowledge and skills necessary to implement restorative justice practices effectively.

- *Continuous Improvement:* Establishing a feedback loop through monthly partner meetings and data analysis. This continuous improvement process allows for real-time adjustments to the program based on ongoing evaluations and community feedback, ensuring that the model remains responsive and effective.

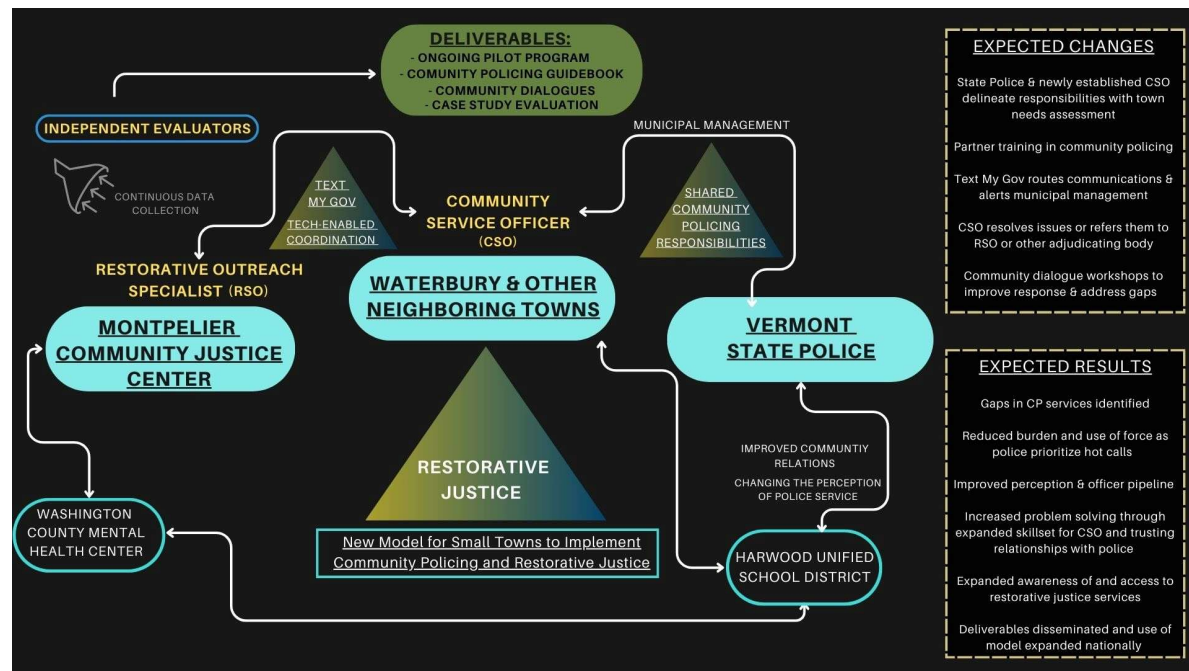
Both community policing and restorative justice are proven approaches to improving community safety, however, with a 40% vacancy rate, state police no longer have time for community interactions to resolve community disputes or provide RJ referrals. By establishing a civilian Community Service Officer position and engaging residents through Community Dialogues and texting technologies, CUSP provides an innovative approach to expanding state police capacity to guide this process while empowering the municipality to learn and adopt CP practices. This project aligns with the principles of good guidance outlined by the COPS Office: it is quality-driven, evidence-based, accessible, and memorable. By addressing a pressing issue with a creative and practical solution, CUSP aims to enhance the capacity of small towns to implement effective community policing and restorative justice strategies, ultimately contributing to safer and more resilient communities nationwide.

III. IMPACT & REACH

Increasing Agencies' Capacity to Implement Community Policing Principles

CUSP will significantly increase agencies' capacities to implement the principles of community policing by focusing on *proactive problem-solving* and shifting from reactive to proactive policing by addressing minor disputes before they escalate; *community engagement* by fostering strong relationships between law enforcement and the community through continuous engagement and collaboration (by integrating community feedback through facilitated meetings and utilizing technologies like "Text My Gov" for direct communication,

the model ensures that community voices are heard and considered in decision-making processes); and *restorative justice* by offering a transformative approach to handling minor disputes and providing law enforcement agencies with a viable alternative to traditional punitive measures, promoting reconciliation, restitution, and community healing.



Collaborations to Enhance Impact and Development

The CUSP project involves strategic collaborations with several key organizations:

Vermont State Police: The VSP officers assigned to Waterbury will play a crucial role in the project by actively participating in coordination meetings and sharing information with other involved organizations and agencies. Their involvement will be instrumental in several key areas: Triaging Issues: During partner trainings in Phases I & II, they will participate in the initial assessment and categorization of incidents to determine the appropriate response and resources needed. This will ensure that minor disputes are efficiently addressed by the Community Service Officer and restorative justice partners, freeing up state police to focus on more serious crimes. Determining Jurisdictional Context: By clarifying jurisdictional

boundaries and responsibilities, the state police will help streamline the process of addressing minor disputes and legal issues. This collaboration will minimize confusion and ensure that all incidents are handled by the most appropriate entity. Providing Added Support: When necessary, state police will offer back up support to the Community Service Officer and other partners. This support might include backup during potentially volatile situations, sharing resources, or providing expertise on specific cases. The exploration of “when is necessary” and the requisite support models developed in this pilot project will serve as crucial information to guide agencies and communities in other jurisdictions seeking to implement similar projects. Learning and Implementation: Through their participation, the state police will gain firsthand experience in restorative justice and community policing practices. This exposure will help them understand the benefits and methodologies of these approaches, enabling them to incorporate similar strategies into their work. This will foster a culture of learning and adaptation within law enforcement, promoting the broader adoption of community policing and restorative justice principles. VSP officers from around the state will be invited to participate in the group community policing trainings, and a separate meeting will be held for VSP officers and leadership on the model and its goals. Their collaboration will enhance the overall effectiveness of the project by ensuring that all law enforcement activities are coordinated and consistent with community policing and restorative justice goals.

Town of Waterbury: The community of Waterbury will play a vital role in the success of this project by ensuring that the model is tailored to meet the unique needs and dynamics of a small town, providing valuable insights, and fostering community ownership of the initiative. The residents of Waterbury will be actively involved through facilitated Community Dialogues, providing critical input on local concerns and priorities. Their feedback will shape the role of

the Community Service Officer and the integration of restorative justice practices, ensuring that the project addresses real community issues. Through ongoing engagement and feedback mechanisms, such as "Text My Gov," residents will help identify areas for improvement and ensure continuous adaptation and refinement of the model. The town administration will support the project by coordinating with local organizations, schools, and service providers and fostering a community-wide commitment to restorative justice and proactive problem-solving. The town's engagement will create a culture that supports and sustains these practices and will serve as a foundation for building long-term resilience and safety.

The Montpelier Community Justice Center: The CJC receives referrals from the State's Attorney, the VSP, and from towns and district schools in its jurisdiction. The CJC also has an established partnership with the Montpelier City Police Department that provides the CJC access to the Valcour (VT-wide) criminal database. This project will allow the CJC to double the number of hours for a Restorative Outreach Specialist (RSO). The RSO will work closely with the town Community Service Officer to ensure that minor disputes that cannot be resolved by the CSO are referred to restorative justice panels, providing a practical example of how law enforcement can work with community-based organizations to achieve better outcomes.

State and Local Mental Health Centers: By involving mental health professionals, the project addresses the needs of individuals with mental health issues, ensuring that they receive appropriate support and reducing the likelihood of escalation in minor disputes.

Harwood Unified Union School District: Collaborating with the school district helps address issues such as teen truancy and supports a safe and supportive environment for students, highlighting the role of schools in community policing efforts. Administrators and students from the local high school will be invited to participate in both the Community Dialogues

forums and the group Community Policing training so that ongoing lines of communication and support are strengthened among the school, town, CJC, and police.

Applicability and Benefits to Law Enforcement Agencies Nationwide

The comprehensive case study and evaluation report will be designed so it applies to a wide range of law enforcement agencies, particularly those in small towns and rural areas facing similar challenges. This key deliverable will include:

- *Detailed Implementation Guidelines:* Step-by-step instructions on establishing the Community Service Officer role, forming partnerships with restorative justice centers, and integrating community feedback. These guidelines will be adaptable to different local contexts, making them relevant for various law enforcement agencies.
- *Best Practices and Lessons Learned:* Insights from the pilot program on what worked well and what challenges were encountered, providing valuable knowledge for other agencies considering similar initiatives.
- *Training and Protocols:* Sample training materials and protocols that agencies can use to train their personnel and partners in restorative justice practices and community engagement strategies.
- *Technology Integration:* Practical advice on implementing technologies like "Text My Gov" to enhance community interaction and streamline communication, making these tools accessible to agencies of all sizes.

This project will provide law enforcement agencies with the tools and knowledge they need to enhance their capacity for community policing, ultimately contributing to safer and more resilient communities across the nation.

IV. MANAGEMENT & IMPLEMENTATION

PH International will manage all three phases of the two-year CUSP project including partner coordination and training, program monitoring and compliance, and the development of a national model for expanding community policing services in rural areas. PH will work closely with the Town of Waterbury as a sub-award organization with the established capacity to carry out a portion of the grant. The Town of Waterbury will participate in the initial needs assessment and Community Dialogue forums, recruit and hire a Community Service Officer (CSO) with CUSP funding covering 50% of the cost through the end of the program and the Town of Waterbury covering the other half, and implement a Text My Gov community reporting interface system. Contractual support will be provided to the Montpelier Community Justice Center, which already provides restorative justice services to Waterbury and other communities in western Washington County, by adding 10 hours per month to the existing part-time role of the Restorative Outreach Specialist to bolster the awareness and use of restorative justice services. Expertise will be provided by Dr. Ed Denmark, a community policing specialist, to facilitate the Community Dialogues forums and serve as lead trainer of the group community policing sessions. Seasoned policing and restorative justice consultants, Ed Cronin and Dayna Kendall, will serve as the CUSP evaluators.

The goal of CUSP is to develop a cost-effective approach to expanding community policing and restorative justice services that can serve as a national model for rural communities.

| <i>Objective 1: Strengthened community policing services at the municipal level.</i> | |
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| Activity 1.1 Facilitated needs assessment with program partner organizations including State Police (SP) | Result 1.1: Gaps in community policing services are identified Deliverable: Compiled summary of needs assessment findings |

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| Activity 1.2 Hiring of a civilian Community Service Officer (CSO) within the municipality with guidance and law enforcement support of SP | Result 1.2: CSO is delegated community complaint and town ordinance enforcement responsibilities, reducing burden on SP Deliverables: Revised job description of CSO and MOU within SP contract with municipality |
| Activity 1.3: Partner training in CP including assigned law enforcement officers | Result 1.3 Expanded CP skillset for CSO, community partner organizations and trusting relationships with SP Deliverables: Training curriculum and assessment of lessons learned |
| <i>Objective 2: Community justice strengthened through bolstered capacities of county-based restorative outreach services.</i> | |
| Activity 2.1: Increased hours for the Restorative Outreach Specialist (ROS) at the local Community Justice Center | Result 2.1: Expanded awareness of and access to restorative justice services by CSO and municipalities |
| Activity 2.2: Facilitated partner training in CP with SP and other service providers | Result 2.2 Increased understanding and referrals to Restorative Justice Panels by SP and other partners to reduce caseloads for law enforcement investigation and prosecution Deliverable: Comparative analysis of RJ referral and criminal caseload vs. previous year |
| Activity 2.3: CSO is empowered to make RJ referrals; ROS and SP redirect outreach to other neighboring municipalities | Result 2.3: Expanded RJ referrals in primary municipality and surrounding towns, further reducing burden on SP investigators & criminal prosecutors. Deliverable: Year 2 analysis of RJ referrals and criminal caseloads vs. previous years. |
| <i>Objective 3: Increased community engagement in community policing and restorative services.</i> | |
| Activity 3.1: Investment and training in public-municipal communication channels | Result 3.1: Increase in community reporting with improved efficiency and response time Deliverable: Municipal assessments after years 1 & 2 |
| Activity 3.2 Community dialogue workshops with neighboring towns partners, SP, and community members to prioritize and address community problems | Results: 3.2: Increased understanding, appreciation, and involvement in law enforcement systems by the public Deliverables: Summary of community dialogue findings |

Project Management Plan

In Phase 1, PH will clarify and revise program goals, objectives, branding, monitoring systems, and deliverables with the COPS Office and program partners, followed by a deliberative needs assessment and hiring of the CSO and expansion of RSO services. The Town

of Waterbury will arrange the procurement and installation of the Text My Gov system. The first of four trainings will be coordinated by PH Program Manager (PM) Drew Diemar and his team and conducted by PH Trainer Dr. Ed Denmark who will lead a group of 15 partner participants - including representatives from VSP, the Town of Waterbury, the Montpelier Community Justice Center, county mental health, the school district and volunteer members of the Waterbury Restorative Panel - through a review of Community Oriented Policing and an assessment of current community policing service delivery, partnerships and gap analysis. Results will be compiled by the PM to sharpen partnering strategies and prioritize roles for the CSO and ROS job descriptions. A second training will be conducted by Dr. Denmark once the CSO, ROS, and Text My Gov system are installed to review the results of the needs analysis, elicit renewed input, illuminate stories on program planning, and then prepare for partner presentations during the first Waterbury Community Dialogue on Community Policing and Restorative Practices. Dr. Denmark will welcome an anticipated 100 community members of the Waterbury community including local press to introduce the six pillars of Community Policing, including the first and most important--building trust--outline program goals and objectives, and ask the panel of program partners to present their roles. Public input will be captured in small group circles, reported out, and incorporated into CUSP program objectives. A Washington County Community & Restorative Justice Resource Library will be established stocked with COPS publications and resources to support the learning of community members and service providers.

Phase II represents the roll out of new community policing services within the Town of Waterbury with the Community Justice Center's ROS providing additional time to incorporate alleged victims and transgressors into restorative circles to rebuild and grow familiarity and trust within the community. Dr. Denmark will conduct a third training with program partners midway

through Phase II to identify strengths and weaknesses of the CUSP approach and make necessary adjustments. Phase II will conclude toward the end of Year 1 with a final one-day training led by Dr. Denmark to assess program results to date and comparative caseload data vs. previous years. At the end of the four training sessions, the 15 partner participants will receive COPS publications focused on community and restorative justice including texts specific to their areas of expertise. The 15 partner participants will also attend the National Association of Community & Restorative Justice (NACRJ) annual conference in 2025 to solidify their understanding of community and restorative justice and create a unique opportunity to build partnerships needed to effectively do this work. Civic leaders from neighboring towns in Washington County will be invited to join Waterbury residents at the second Community Dialogue for a public assessment of the new civilian-led approach to community policing, progress on prioritized community problems and the use of restorative justice circles, and the Text My Gov municipal reporting interface. CUSP program assessment consultants will also participate in the Community Dialogue with follow-up interviews with program partners, individuals engaged with the CSO and/or ROS and other members of the community to initiate their report and national model development. The CUSP PM will follow-up with program partners and leaders from neighboring smaller towns to determine their level of involvement in Year 2.

In Phase III, civilian-led community policing activities in Waterbury will continue with adjustments based on community and partner input and law enforcement support from VSP and restorative justice services from the CJC. PH anticipates varying levels of interest from the neighboring towns in the Mad River Valley: Moretown, Waitsfield, and Warren. All three towns with populations roughly half that of Waterbury along with two other smaller towns of Duxbury and Fayston, share the same school district with Waterbury. None provides municipal support for

law enforcement and the commander of the VSP barracks in Washington county acknowledges that the Mad River Valley represents a neglected enclave from a public safety standpoint. At this point, PH is proposing Community Dialogue meetings on three successive weekday evenings at the start of Year 2 in Moretown, Waitsfield and Warren, coordinated by the PH PM and facilitated by Dr. Denmark with presentation by the CUSP subaward recipients and VSP on the results of the needs assessment in Waterbury and the ensuing challenges and successes of improving community policing services, restorative justice and the public communication interface in Year 1 and options for neighboring communities in Year 2. PH has budgeted additional rounds of training, the installation of Text My Gov systems and the sharing of a Community Policing resource library with neighboring towns, Already, the Waterbury Restorative Justice Panel serves Mad River Valley communities, and a portion of project support will be redirected to those communities as the Waterbury CSO assumes a more active role in referring cases to the RJ panel. The PH program consulting team will make two additional trips to central Vermont during this third and final phase of CUSP activity to incorporate lessons learned from the on-going work in Waterbury and the Year 2 roll out in the Mad River Valley to develop a comprehensive report on the factors enabling rural communities to improve community policing and restorative justice services and the resulting impacts on public safety and community support. Both the Year 1 report on Waterbury and the comprehensive regional report and recommendations for a national model for expanding community policing service and restorative justice practices in rural areas will serve as key CUSP program deliverables along with Zoom video recordings of Community Dialogues that will serve to illustrate community concerns, program partner approaches, and assessments in building the capacity to address them.

V. EXPERIENCE & CAPACITY

PH International (legally registered as Project Harmony, Inc.), a U.S. non-profit organization, has been a leader delivering effective, high-quality programming for 39 years. PH International's mission is to build strong global communities by fostering civic engagement, cross-cultural learning, and increased opportunities in the digital age. We pursue our goals by conducting innovative programs for youth, professionals, and communities around the world that use in-person and online engagement, skills training, and coalition building to support global collaboration, learning, and advancement. PH has managed more than 500 programs with over \$100 million in U.S. government funding. PH's organizational headquarters are in Waitsfield, Vermont, located in the Mad River Valley and 20 minutes from Waterbury.

PH has worked on community policing, juvenile justice, and legal education programs for more than 20 years. PH's programs in Armenia, the Republic of Georgia, North Macedonia, Ukraine, Bosnia & Herzegovina, Moldova, and Montenegro have focused on educating youth on the law, raising community awareness of juvenile justice issues, and developing cooperative partnerships between youth, community members, educators, and the police. Activities have included training school resource officers, partnering with relevant ministries to support professional development and training in restorative justice practices, establishing community justice centers and restorative boards, and community policing. PH has also organized several police exchanges to the U.S. for delegations from Russia, Moldova, and Bosnia & Herzegovina.

PH's proposed Community Dialogues facilitator and Community Policing Trainer for CUSP, Dr. Edward Denmark, has extensive international and domestic experience as an instructor and curriculum developer in integrating communications, assessment, and tactics for de-escalation, organizational leadership, and community policing, among others. He has 31 years

of progressively responsible municipal policing experience in Massachusetts, advancing through the ranks from patrol officer to chief of police. Since taking early retirement, Dr. Denmark has provided technical assistance as a subject matter expert and researcher/writer to the DOJ Cooperative Reform Initiative, including working on the COPS Best Practices Manual where he authored guidance on de-escalation policies and reviewed the sections on community policing, early intervention systems, and crisis intervention. He has worked internationally to lead community policing training through a problem-oriented policing curriculum to police officers in Montenegro and delivered community policing training and violent extremism training in the Republic of Georgia. Dr. Denmark is a skilled public speaker and creative team builder.

Mr. Edward Cronin, the proposed lead author of the comprehensive case study and evaluation report, has worked in the law enforcement field for over 35 years. His career includes experience as a Police Chief in two cities in Massachusetts. He holds a graduate degree in Criminal Justice Management along with an advanced graduate degree in Organizational Development and Systems Thinking from Suffolk University. He is also a certified executive coach. He specializes in working with police and municipal executives and in improving communication channels between the police and the community. He worked as the Senior Law Enforcement Advisor with the U.S. Department of State's International Narcotics & Law Enforcement Affairs Bureau to conceptualize and implement police reform in Moldova and successfully implemented community-wide domestic violence programs in major cities of the former Soviet Union. He is well-versed in restorative practices and recently co-authored a memoir, *Just Policing: My Journey to Police Reform*. Mr. Cronin has international and domestic leadership experience in developing strong community partnerships and creating and implementing innovative, systems changing, and groundbreaking strategies.

Mr. Cronin will be joined by Ms. Dayna Kendall in undertaking the comprehensive evaluation of the Vermont pilot to make recommendations for scaling. Ms. Kendall currently serves as the Restorative Justice Interventionist in the Ayer Shirley Regional School District in central Massachusetts. She previously worked in middle and high school education, serving as both a classroom teacher and a school administrator. Ms. Kendall holds a Bachelor's Degree in Government and International Relations from Clark University, a Master of Arts Degree in Teaching English from Fitchburg State University, and a Master of Education in Education Administration. She is currently working to obtain her Master of Science in Restorative Practices from the International Institute for Restorative Practices in Bethlehem, Pennsylvania. Ms. Kendall is co-author of Mr. Cronin's memoir, *Just Policing: My Journey to Police Reform*.

Drew Diemar will serve as PH's Program Manager for CUSP. Drew is the past coordinator of the Bosnia & Herzegovina Legal Socialization program exchange and understands the importance and role of community policing. Drew will be the overall lead for the program, overseeing subawards, providing compliance and financial oversight, and being the key interlocutor with DOJ. Drew brings strong leadership skills as an educator and has taught in both the United States and overseas. Drew is a Waterbury native and looks forward to working with his hometown and piloting a new community policing and restorative justice system.

PH has a long history of managing complex, multi-year programs, and commands effective management structures, contract compliance policies, grant management systems, strategic planning tools, and accountability practices to ensure the effective management of the CUSP project. PH International looks forward to partnering with DOJ on this important program to proactively foster community and connection and strengthen relationships. Restorative processes will be utilized to promote healing and a sense of justice for victims and harm-doers.

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- ⁱ Boylan, R.T. (2022) ‘Should cities disband their police departments?’, *Journal of Urban Economics*, 130, p. 103460. doi:10.1016/j.jue.2022.103460.
- ⁱⁱ Interview with TJ Howard, Vermont State Trooper
- ⁱⁱⁱ Goodison, S. and Brooks, C. (2023) *Local police departments, procedures, policies, and technology, 2020 – statistical tables*, *Bureau of Justice Statistics*. Available at: <https://bjs.ojp.gov/library/publications/local-police-departments-procedures-policies-and-technology-2020-statistical> (Accessed: 03 June 2024).
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- ^{xv} Community Dialogues are an interactive facilitated forum where participants break into small groups to discuss solutions to a prioritized problem. Each group presents findings which are captured and integrated into the subsequent partner training.
- ^{xv} IACP. (2018) *Policing in small, rural, and Tribal Communities*. Available at: https://www.theiacp.org/sites/default/files/2018-11/IACP_PMP_SmallTribal.pdf (Accessed: 03 June 2024).
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^{xv} Weisner, L., Otto, H. D., & Adams, S. (2020). Issues in policing rural areas: A review of the literature. Chicago, IL: Illinois Criminal Justice Information Authority.

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