

# IACP Recommendations List

The IACP report included 25 recommendations. Recommendation #14 included 9 tasks, so the total number of tasks are 33. **We note the following statements regarding the release of this information:**

NOTE #1. The IACP report gave us insight on how we can improve community policing in our town. These recommendations were taken seriously and we have been actively working on them since the release of the final report.

NOTE #2. While a majority of the tasks have been implemented, this does not mean we are done with this work. In many cases the tasks are stepping off points for continuing efforts.

NOTE #3. We continue to welcome input on actions we have taken to get to this point. If there are additional things we can do to address any recommendation beyond what we have done so far, we would like your feedback. Our goal is to continue working on all of these tasks as we move forward.

While implementing these IACP recommendations is a milestone in our work towards building trust between the Bennington community and the Bennington Police Department, we understand that this is only one part of our journey towards implementing the kind of community policing that we want. Our work continues and we welcome the ongoing conversation with all members of the community.

We thank our community members, the Bennington Police Department, staff, and our Town leaders for their tireless efforts over the past three years working towards accomplishing the recommendations and building upon them. This represents literally hundreds of hours of work by dozens of residents working with the Bennington Police Department and Town staff to achieve.

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**IACP REPORT - TOTAL TASKS: 33**

Tasks Implemented: 30

Tasks Partially Implemented: 2

Tasks in Progress: 1

Number	Recommendation	Next Steps	Notes
1	Develop a method to more accurately track and analyze data and develop analytic strategies to support the department's robust traffic enforcement efforts with a focus on strategic placement of traffic enforcement efforts and enforcement priorities.	Complete development of methods for tracking and analyzing data. See NOTE #1 and #2 at the top of this document.	The Bennington Police Department (BPD) is using data from high traffic crash areas, complaints from the community as well as observed violations in order to determine areas needing traffic enforcement. The BPD annually supplies the state with data surrounding traffic issues in Bennington. Each year the State checks our data, and the BPD are awarded approximately \$100K for enforcement.

2	Develop policies and procedures that support the use of analytics and data-driven procedures to engage in traffic enforcement, crime prevention, and to address other quality of life issues.	Implemented	New policies and procedures for traffic enforcement have been created and implemented: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Traffic%20Enforcement.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Traffic%20Enforcement.pdf</a>
3	Enhance and hone the use of regular departmental CompStat meetings to reinforce focused law enforcement, prevention, outreach, building partnerships, problem-solving, communication and sharing intelligence, and tracking results.	Implemented	BPD manages performance recognizing the value of the four core components; timely and accurate information or intelligence, rapid deployment of resources, effective tactics, and relentless follow-ups. These core components are tailored as appropriate to fit the BPD's capacity.
4	Invest resources in specific training to support officers in recognizing and managing implicit bias.	Implemented	List of trainings since 2020: <a href="https://www.benningtonvt.org/services/police_department/about_us/index.php">https://www.benningtonvt.org/services/police_department/about_us/index.php</a>
5	Create policy related to traffic enforcement that supports officer discretion and provide training to officers to manage discretion during traffic stops.	Implemented	New policies and procedures for traffic enforcement have been created and implemented: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Traffic%20Enforcement.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Traffic%20Enforcement.pdf</a>
6	Create volunteer opportunities to engage the community into the working operations of the police department. Some of these opportunities may include assistance with record keeping, reception areas, and other reasonably low-risk engagement opportunities. As a long-term goal, BPD may consider volunteer opportunities that require greater skill and training such as victim assistance advocacy.	Implemented	The work by the Safety and Equity task force and the subsequent Community Policing Advisory Review Board are examples of ways community members have volunteered their time in a significant and important way. In addition, volunteer opportunities are being implemented through programs supported by the BPD, such as National Night Out, New Experience Camp, and the Bike Rodeo. Approximately two dozen volunteers have been involved in programs in 2022 and a similar number in 2023.

7	<p>Consider adopting a community policing model such as policing by consent wherein BPD would meet with the community regularly to discuss crime and quality-of-life concerns. This would provide BPD with a mechanism to share reported offense data and for the Bennington community to share their fears, perceptions, and public safety priorities. Together, BPD and the community could identify mutual goals and objectives for police action in the upcoming year, and BPD could provide quarterly report outs on status.</p>	Implemented	<p>Led to the creation of the Community Policing Advisory Review Board (CPARB). See NOTE #1 and #2 at the top of this document.</p>	<p>The Bennington Select Board embraced the community policing model. To support this effort, a safety and equity task force was created to develop guidelines for a policing advisory board. See Safety and Equity Task Force:  <a href="https://benningtonvt.org/government/boards___commissions/safety___equity_task_force/index.php">https://benningtonvt.org/government/boards___commissions/safety___equity_task_force/index.php</a></p>
8	<p>As a first step toward incorporating the community into the Bennington Police Department, consider establishing a community advisory board that provides community input on policy to the department. This advisory board should include representation from diverse populations of the Bennington community.</p>	Implemented	<p>See NOTE #1 and #2 at the top of this document.</p>	<p>The Community Policing Advisory Review Board (CPARB) has been created:  <a href="https://benningtonvt.org/government/boards___commissions/community_policing_advisory_review_board/index.php">https://benningtonvt.org/government/boards___commissions/community_policing_advisory_review_board/index.php</a></p>
9	<p>Create a position for a dedicated community liaison whose responsibilities are to meet with key community stakeholders and develop community- police programming catered to the specific and unique needs of the Town of Bennington.</p>	Partially Implemented	<p>See NOTE #3 at the top of this document.</p>	<p>A communications coordinator position has been created. In addition to providing support for the Safety and Equity Task Force, the communications coordinator also supports the work of the CPARB. The position also includes meeting with community stakeholders.</p>
10	<p>Develop strategies to move toward compliance with Vermont statute 20 V.S.A. §2401, Act 56, that includes a provision for civilian review as part of an effective internal affairs program. As with the community advisory board, the civilian review and oversight board should include representation from diverse populations of the Bennington community.</p>	Implemented	<p>See NOTE #1 and #2 at the top of this document.</p>	<p>The provision of civilian review as part of an effective internal affairs program is included in the work of the Community Policing Advisory Review Board</p>
11	<p>Develop policies and engage in enhanced use of social media to communicate directly with community members in real time regarding critical incidents, traffic closures, natural disasters, evacuations, and other matters of public safety.</p>	Implemented	<p>This is happening now. Social media policies are already in place at the BPD and is in the process of being formalized at the Town level in a new Town Communications Policy</p>	<p>Social Media is used regularly to communicate with the public in real time on critical incidents. BPD Social Media policy is here:  <a href="https://benningtonvt.org/services/police_department/about_us/policies___procedures.php">https://benningtonvt.org/services/police_department/about_us/policies___procedures.php</a> A draft communications policy for the Town is under review by counsel for future action by the Select Board.</p>

12	Collaborate with social services providers, government agencies, school administrators, and others to create a long-term, interdisciplinary strategic plan to address public safety concerns.	Implemented	Continue work with Project Alliance and community organization, and the SVSU to address public safety concerns.	Project Alliance is a community wide effort of over 30 organizations that meets regularly.
13	Redesign the benningtonpolice.com webpage to make it more appealing to community members. In doing this, be particularly attentive to the tactical image and the effects this may have on community relations. The redesign of the webpage should include instructions for internal affairs (IA) complaints, including timelines for expected response. Create an easily visible and accessible system to file IA complaints with the BPD to an ombudsperson that includes but is not limited to the following:	Implemented	See NOTE #1 and #2 at the top of this document.	benningtonpolice.com
14	Clear and accessible instructions on how to file a complaint with BPD	Implemented		While an ombudsperson is not specified, the Town Manager serves in that role.
14-A	General timeframes for providing written follow-up to complaints	Implemented		<a href="https://www.benningtonvt.org/services/police_department/submit_a_feedback.php">https://www.benningtonvt.org/services/police_department/submit_a_feedback.php</a> See policy: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf</a>
14-B	Written acknowledgement of receipt of the complaint with a general overview for the review process	Implemented		See policy: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf</a>
14-C	Written follow-up through the course of the review	Partially Implemented	Written follow up occurs at the end of the process.	As per the policy referenced above.
14-D	Final adjudication or determination provided to the complainant in writing	Implemented		See policy: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf</a>
14-E	Translation and interpretation services for individuals who are limited in English proficiency and assistance for the hearing impaired so that participation in the IA process is accessible	Implemented		This is made available as needed.
14-F				

This should also include a tracking mechanism so that, at minimum, the following occur:

14-1

All complaints are entered.

Implemented

See policy:

[https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies\\_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf](https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf)

See policy:

[https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies\\_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf](https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf)

14-2

Classification is made as to whether IA or supervisory is designated for follow-up.

Implemented

See policy:

[https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies\\_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf](https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf)

14-3

Disposition is tracked.

Implemented

15

Immediately develop a new mission statement, vision statement, and shared values statement. Create these documents by engaging both internal and external stakeholders. These statements should be known by every member of the department and posted in locations that are visible to members on a daily basis. The statements should be prominently displayed on the BPD webpage. It is recommended that BPD leadership collaborate with members of the business community, civic organizations, and members of diverse communities within Bennington to develop statements reflective of shared values.

Implemented

See NOTE #1 and #2 at the top of this document.

<https://cms5.revize.com/revize/bennington/Document%20Center/Government/Policies/Vision-and-Mission-Statement-82420.pdf>

16

Adopt the practice of procedural justice by creating policy, training to the newly developed policy, and executing the policy in everyday interactions.

Implemented

See NOTE #1 and #2 at the top of this document.

See policy:

[https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies\\_procedures/Fair-and-Impartial-Policing.pdf](https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Fair-and-Impartial-Policing.pdf)

See policy:

17

Revisit the policy on traffic enforcement to balance the need for safe roadways with trust building and procedural justice.

Implemented

See NOTE #1 and #2 at the top of this document.

[https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies\\_procedures/Traffic%20Enforcement.pdf](https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20%20Reports/policies_procedures/Traffic%20Enforcement.pdf)

18	Secure procedural justice by reengaging with key stakeholder groups and forming strategic partnerships with service organizations in a way that is attentive to the crime prevention and crime control priorities of the community.	Implemented	Continue engaging with stakeholders – this is an ongoing process and should be considered to always be ongoing.	In addition to engagement with Project Alliance, the BPD attends all CPARB meetings and provides monthly reports to the Select Board and a quarterly presentation.
19	Continue to build on the good work of community policing programming with an eye toward using those opportunities to engage the public in the development of service models that raises the level of safety in the community, while identifying root causes of disorder.	in progress	Ongoing work is required to engage with the public and improve safety while working with partners to address the root causes of disorder.	The CPARB can be a tool we can leverage to identify opportunities for engagement and the creation of service models that can make the community safer. While the BPD cannot solve root causes, by identifying those causes we can better collaborate with organizational partners whose missions do cover those areas.
20	The webpage of the BPD should be redesigned to present an image of an agency that is engaged with the community.	Implemented	See NOTE #1 and #2 at the top of this document.	<a href="https://www.benningtonvt.org/services/police_department/index.php">https://www.benningtonvt.org/services/police_department/index.php</a>
21	The Bennington Police Department should seek support to update policies by requesting assistance from CRI-TAC (free technical assistance) housed at IACP.	Implemented	All police policies are subject to review on a regular basis (every three years)	A review of all police policies and procedures has been completed: <a href="https://www.benningtonvt.org/services/police_department/about_us/policies___procedures.php">https://www.benningtonvt.org/services/police_department/about_us/policies___procedures.php</a> See policy: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf</a>
22	The lack of understanding internally and externally of the internal investigation process should be addressed immediately.	Implemented	See NOTE #1 and #2 at the top of this document.	<a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Quality%20Control,%20Internal%20Investigations,%20and%20Discipline%20policy.pdf</a>
23	The link for making complaints and compliments should be prominently displayed on the BPD and Town of Bennington webpages.	Implemented		Links to file a complaint on the new website are on the main navigation of every page, on the police department page, on the CPARB page, and can be easily found using the search feature on the homepage. See Policy: <a href="https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Code%20of%20Conduct.pdf">https://cms5.revize.com/revize/bennington/Document%20Center/Services/Police%20Department/Documents%20&amp;%20Reports/policies_procedures/Code%20of%20Conduct.pdf</a>
24	A code of conduct should be developed and implemented as soon as possible.	Implemented	See NOTE #1 and #2 at the top of this document.	Begun in May, one month after report. Majority completed by November of 2021, with additional policy on internal investigations completed in 2022. See policies and procedures: <a href="https://www.benningtonvt.org/services/police_department/about_us/policies___procedures.php">https://www.benningtonvt.org/services/police_department/about_us/policies___procedures.php</a>
25	An aggressive time frame should be set to address policy update and development.	Implemented	See NOTE #1 and #2 at the top of this document.	