

# Meeting Agenda

**The Provincetown Board of Selectmen** will hold a public meeting on **Monday, September 30, 2013 at 5:00 pm** in the Judge Welsh Hearing Room, Town Hall, 260 Commercial Street, Provincetown, MA 02657

1. Police Staffing Analysis Interviews:  
Mike Morse, MMA Consulting Group  
Alan Gould, Municipal Resources  
Jessie Lee and Tracy Phillips, IACP  
Votes may be taken.
2. Other - Other matters that may legally come before the board not known at the time of posting. Votes may be taken.



Provincetown Board of Selectmen  
**AGENDA ACTION REQUEST**  
September 30, 2013 5PM

1

## POLICE DEPARTMENT STAFFING ANALYSIS

### Review of Proposals

Requested by: Town Manager Sharon Lynn

Action Sought: Discussion & Approval

#### Proposed Motion(s)

*Move that the Board of Selectmen vote, to approve a contract with \_\_\_\_\_, in the amount of \$ \_\_\_\_\_, to do an assessment of the staffing level needs of the Provincetown Police Department.*

#### Additional Information

See attached proposals.

#### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

PROVINCETOWN, MASSACHUSETTS

PROPOSAL TO CONDUCT A POLICE DEPARTMENT  
STAFFING STUDY

SEPTEMBER 2013

The logo for MMA Consulting Group, Inc. is a stylized geometric design consisting of six light purple shapes arranged in a circular pattern. Three squares are positioned at the top, middle, and bottom, while three diamonds are positioned between them, creating a hexagonal overall shape.

MMA CONSULTING GROUP, INC.  
101 COURT STREET  
PLYMOUTH, MASSACHUSETTS 02360

m m a c o n s u l t i n g g r o u p i n c  
101 court street #7  
plymouth, massachusetts 02360  
508-746-3653

September 14, 2013

Sharon Lynn  
Town Manager  
Town of Provincetown  
260 Commercial Street  
Provincetown, Massachusetts 02657

*Re: Proposal to Conduct a Police Department Staffing Study*

Dear Ms. Lynn:

On behalf of MMA Consulting Group, Inc., I am pleased to submit the enclosed *Proposal to Conduct a Police Department Staffing Study*. This proposal is presented in response to our discussion. In this proposal, we have included our qualifications, study methodology, and references.

To conduct this study, the consultants would visit the Town to interview key policymakers and selected Police Department officials, and gather the information necessary to conduct the study. The approach we have suggested is designed to be efficient and thorough. The consulting team would be composed of consultants with management and police expertise, to ensure a complete analysis of staffing needs.

The consultants assigned to this project represent several professional disciplines, including police management and operations, municipal management, and human resources. The principal consultants will be Mark Morse and William Soda.

We have proposed a competitive fee for services and we are willing to negotiate the fee based on an alteration in the scope of services. We would welcome the opportunity to assist the Town.

Sincerely,

Mark E. Morse  
President

## I. PROPOSAL SUMMARY

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MMA Consulting Group, Inc. (MMACG) proposes to conduct a study which focuses on the staffing needs of the Provincetown Police Department. Completion of the proposed staffing study will require:

- *Analysis of current service levels and staffing.* We will evaluate the current level of police staffing, and analyze calls for service and activity level by time of day and day of week. This analysis will also require an assessment of time worked by personnel.
- *Projection of service levels and staffing needs.* We would project the level of services for the next three, five, or possibly ten, years based on growth and development information available in the Town.

Our approach to conducting this study will be to bring a multi-disciplinary team of consultants to the Town at the same time to undertake field work. Consultants will gather necessary information and conduct interviews during this period. The methods of analysis which will be used during the course of a study include:

- Review background information about the Town and the Police Department.
- Conduct a statistical analysis of calls for service, including time committed to responding to calls for service.
- Analyze the current staffing factor (time scheduled and time worked by employees).
- Interview key Town officials to discuss policing policies.
- Interview selected Department staff to gather information.
- Ride with officers performing patrol to interview personnel.
- Review Department staffing practices.
- Analyze factors which affect police personnel, such as seasonal service demand, traffic services, and demographics.
- Apply appropriate standards and recommended industry practices.
- Review documents, such as budgets, schedules, annual reports, and special reports.

The outcome of this study would be an assessment of current staffing needs in relation to the demand for service and a projected level of staffing based on analysis of data and Town policies.

## II. QUALIFICATIONS

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### SUMMARY OF RELEVANT EXPERIENCE

MMA Consulting Group, Inc., is a privately owned consulting organization which provides services to cities, towns, counties, special districts and other governmental organizations. MMACG has a well-established public safety consulting practice, and has conducted projects throughout the United States. In addition to public safety consulting, MMACG provides general management, recruitment and selection, and human resources consulting.

MMACG has several specific areas of local government practice.

<b>AREA OF PRACTICE</b>	<b>GENERAL SUBJECTS</b>
<i>Public Safety &amp; Emergency Management</i>	Police studies, fire and rescue studies, emergency medical service studies, special assignments, consolidation/merger/operational integration studies
<i>General Management</i>	Organization studies, public works studies, finance related studies and related services
<i>Recruitment &amp; Selection</i>	Executive recruitment (administrators, managers, police and fire chiefs, etc.), non-traditional public safety examination processes (Assessment Centers), written examinations, oral panels
<i>Human Resource Management</i>	Classification and compensation, policy development, executive compensation, system design

MMA Consulting Group, Inc., has conducted more than 200 public safety consulting assignments and studies in Connecticut, Hawaii, Illinois, Indiana, Iowa, Maine, Massachusetts, Maryland, Missouri, Nebraska, New Hampshire, New Jersey, New York, North Carolina, Oklahoma, Pennsylvania, Rhode Island, and other states.

### CONSULTANTS ASSIGNED TO THE PROJECT

We have provided a detailed background of the consultants who would be assigned to this project. Our consulting approach is to assign a combination of public safety and management consultants to ensure that a complete analysis of police staffing will be achieved.

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CONSULTANT	TITLE	BACKGROUND SUMMARY
M. Morse	<i>President MMACG, Inc.</i>	General management, human resources; participated in and managed more than 100 public safety management study assignments, including fire, EMS, EM, and police; conducts Assessment Centers for fire and police personnel.
W. Soda	<i>Police Consultant</i>	Former Police Chief; project consultant on numerous police staffing and studies; knowledge of the staffing needs related to community growth and development.

**MARK E. MORSE**  
***PRESIDENT, MMA CONSULTING GROUP, INC.***

Mark E. Morse has more than 30 years of experience providing management assistance, technical advice and consulting services to governments, including more than 300 cities, towns, districts and county governments throughout the country. His areas of expertise include organizational analysis, service delivery systems, interlocal cooperation, contract management, policy analysis and management and personnel issues. Prior to joining MMA Consulting Group, Mr. Morse served as Program Manager/Director of Municipal Management Services for the Commonwealth of Massachusetts. He has been employed by municipal associations in both Massachusetts and New Hampshire.

Mr. Morse is a specialist in local government organization and human resources. He has assisted many local governments with restructuring to achieve more effective service delivery. He has been employed by a large number of local government charter commissions and has written several publications on the charter commission process. He has conducted administrative studies, public works studies, work measurement studies, and has been a project director and team member on more than 100 public safety assignments. He has been employed to analyze various regional solutions to service delivery and has completed assignments including studies related to regional fire and police operations, scheduling/staffing of police, EMS and fire protection personnel, costing and pricing of services, dispatching services, service level analysis, and the selection and compensation of public safety executives.

He has also written and served as a project staff person on regional and interlocal cooperation projects. These projects include consolidating police agencies, sharing fire equipment, and sharing lockup and dispatch services.

He has extensive experience designing personnel systems, writing personnel policies, developing executive selection processes, recruiting municipal executives, organizing Assessment Centers, and preparing affirmative action plans. He has also conducted more than 200 local government classification and compensation studies. He has assisted communities with the selection of town managers or administrators, fire chiefs, police chiefs, personnel directors, public works directors and other management positions. He has assisted more than 60 cities and towns with the selection of fire and police chiefs. He has also worked with local officials to determine fair and equitable cost sharing plans for joint service delivery arrangements and written legislation concerning regional services.

Mr. Morse holds a Bachelor's Degree in Government, a Master's Degree in Public Administration, and a Juris Doctor Degree.

**WILLIAM SODA**  
***POLICE SERVICE CONSULTANT***

William Soda has 30 years of experience as a police officer, including 11 years as Chief of Police in Burlington, Massachusetts. He held every rank in the police department and commanded a department of approximately 80 personnel. Mr. Soda has conducted a number of police management, organization and staffing consulting assignments in departments ranging in size from ten officers to more than 500 officers. He has also coached other police chiefs to become more effective managers. He has worked on a range of police promotional processes and police chief selection processes.

Mr. Soda has also been an assessor for a large number of police chief, deputy police chief, police captain, police lieutenant, and police sergeant Assessment Centers. He has assisted in the development of a full range of Assessment Center exercises, including in-basket evaluations, group meeting evaluations, and one-on-one exercise development processes.

Mr. Soda has completed police study assignments in Maine, New York, Massachusetts, Connecticut, Maryland, Vermont, and New Hampshire. He was a project team member on the Eastham, Orleans, and Wellfleet, Massachusetts *Police Department Merger Study*, and analyzed the feasibility of consolidating the police departments in Oak Bluffs and Tisbury. He is currently working on the development of several police, and other, public safety Assessment Centers.



He holds a Bachelor's Degree and has extensive knowledge of staffing methodologies and the use of civilian and support personnel in police departments.

### III. METHODOLOGY AND PROJECT APPROACH

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#### METHODS OF ANALYSIS

The staffing of a police department requires a discussion about the town and police department policies and objectives, as well as a technical analysis of workload.

When conducting a police staffing study, it is important to analyze data and assess the validity of the data in the context of the Town, the region, and actual police practices. There are a number of approaches to gathering information during the course of a study. These methods are structured to reflect the specific assignment.

*Review of Background Information* - Before we start an assignment, it is essential to review background information which describes the Police Department's methods of operations. Some of the documents we would review include planning documents, current and previous years' budgets, development plans, internal memoranda concerning practices, annual reports, operating procedures, work schedules, leave records and personnel policies.

*Statistical Analysis* - Workload data, calls for service, and other data will be reviewed and used to validate other findings and analysis. For this study, it will be necessary to project staffing needs associated with the growth of the Town.

*Staffing Factor Analysis* - Shift schedules, authorized leave time, and work schedules must be reviewed to assess the average number of hours worked by an officer.

*Expert Opinion and Observation of Departmental Practices* - The knowledge of the consultants, having worked with many public safety organizations, brings a fresh approach to examining staffing needs.

*Analysis of Community Characteristic* - The nature of the community has a significant effect on police staffing. Seasonal demand, traffic congestion, demographics, and other trends must be reviewed to allow us to project the future demand for service.

*Application of Standards and Recommended Practices* - Application of generally accepted standards and recommended practices to actual practices of the Department will be made, as appropriate.

*Interviews with Selected Department Staff* - Interviews and discussions with selected command and supervisory personnel will be conducted to verify information and assess the validity of statistical information.

*Interviews with Key Town Officials* - Interviews with the Town Manager and other key elected officials will be conducted.

### STUDY APPROACH

To complete the study, we will use the following approach and complete the following tasks.

1. *Collect background information.* Before we begin field work, we prefer to review basic information about a Department and the community in which it operates.
2. *Meet with Town officials and Department staff.* We will first meet with designated Town and Department officials to discuss the project scope and methods, develop a tentative project schedule, and identify source materials to be reviewed and persons to be interviewed.
3. *Collect data.* We will next collect necessary information concerning the operations of the Department.
4. *Conduct on-site field work.* We will conduct interviews with Town officials and others who may be knowledgeable concerning the level and quality of police services in Provincetown.
5. *Conduct selected Department interviews.* We will conduct interviews with selected members of the Police Department. We will interview personnel during regular working hours. Consultants often conduct interviews as they ride with officers who are on patrol.
6. *Review community information.* We will review and analyze population and other demographic information. We will also view economic growth, including recreational, residential, and commercial development in the Town. This will help to identify factors that will affect future public safety service demands.

7. *Conduct exit interview.* Upon conclusion of the site work, we will meet with the Town Manager to review our tentative findings and conclusions.
8. *Prepare draft report.* We will prepare a draft report which includes our approach, analysis of information, findings, conclusions, and recommendations.
9. *Deliver the draft report.* Our normal practice is to provide a draft report for review and comment. This allows the client to check the accuracy of facts.
10. *Prepare the final report.* Following review of the draft report, we will prepare a final report. We will be available to make a final presentation.

MMA Consulting Group, Inc., is generally able to meet any reasonable timetable for completing a project.

#### IV. REFERENCES

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The following references have knowledge of our expertise related to the proposed project.

John Kelley  
Town Administrator  
Orleans, Massachusetts  
508-240-3700 x415  
jkelly@town.orleans.ma.us

Orleans participated in a regional police merger study conducted by MMA Consulting Group, Inc.

MMA Consulting Group, Inc. completed an EMS study for the Town.

Sheila Vanderhoef  
Town Administrator  
Eastham, Massachusetts  
508-240-5900 x207  
svanderhoef@eastham-ma.gov

MMA Consulting Group, Inc. provided Police Chief recruitment and selection services.

Eastham participated in a regional police merger study conducted by MMA Consulting Group, Inc.

Julian Suso  
Town Manager  
Falmouth, Massachusetts  
508-495-7300  
jsuso@falmouthmass.us

MMA Consulting Group, Inc. provided Police Chief and Fire Chief selection services, and many other services, to the Town.

## V. FEE FOR SERVICES

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MMA Consulting Group, Inc., will perform the services described in this proposal for an all-inclusive fee of \$9,450. The fee includes all professional fees and expenses.

The fee includes:

- ▶ Background data collection
- ▶ Site visit by consultants
- ▶ On-site interviews
- ▶ Data gathering and analysis
- ▶ Preparation of a draft report
- ▶ Preparation of a final report
- ▶ Presentation of the final report to Town officials



Municipal Resources  
[www.municipalresources.com](http://www.municipalresources.com)

August 29, 2013

Sharon Lynn  
Town Manager  
260 Commercial Street  
Provincetown, MA 02657

RE: Police Staffing Study

Dear Ms. Lynn:

Thank you for contacting Municipal Resources, Inc. (MRI) regarding a possible police staffing study for the Town of Provincetown. It is our understanding that the Town is interested in a comprehensive Police Department staffing analysis. This analysis will assess the Department's staffing and deployment compared to service level demands, safety issues, and quality of service considerations that are unique to the Town of Provincetown.

#### **SCOPE OF WORK**

MRI will conduct a study which will provide a comprehensive review of Police Department staffing. Using this review as a basis, MRI will draw conclusions as to the "right size" staffing of the Police Department and offer recommendations for scheduling practices, staffing, and shift coverage as identified. This study requires an assessment to determine whether the existing staffing, shift coverage, and scheduling practices of the Provincetown Police Department are in line with generally accepted standards and benchmarks, and commensurate with communities of like character.

This assignment will require a review of documents that impact staffing levels such as collective bargaining agreements and policies, analysis of statistical data such as calls for service (by time of day, day of week and seasonal), and an onsite review of community challenges and risks. The MRI team will also conduct interviews with key Town and Department officials.

This study will take the following information and topics under consideration:

- a. Calls for service and NIBRS data
- b. Shift scheduling
- c. Community population and demographics
- d. Types of services provided
- e. Special hazards and risks (i.e., hospitals, nursing homes, assisted living facilities, lakes, rivers and waterfronts, industrial facilities, fuel storage facilities, road network, and high-rise buildings)

### PLAN OF SERVICE

In order to gather the information needed to complete this study, the following plan of service will be used:

1. **Interviews:** In order to gain an understanding of the issues facing the Department and the community, and to better understand the practices and procedures used by the Police Department to provide services, key Town/Department officials will be interviewed.
2. **Document/Data review:** MRI will review the following documents and data:
  - Relevant municipal ordinances, policies, documents, and plans.
  - Police Department policies, plans, response strategies, and relevant standard operating procedures and guidelines.
  - Police Department documents, incident logs, and reports.
  - Collective bargaining agreement, including applicable past practices and grievance resolution.
  - Mutual aid/automatic aid agreements.
  - Sick leave usage and patterns
  - Injury rates and causes
  - Policies and procedures for sick leave and for granting time off
  - Other relevant Department documents, statistics, incident logs, and reports.





3. **Review of Service Demands:** In order to assess the demands on the service delivery systems of the Department, and the effective utilization of departmental resources, MRI will identify the most significant risk exposures faced by the Department and assess the potential levels of demand. The Consultant shall assess Departmental response and service requirements in the following areas:
  - Commercial, industrial, residential and rural areas of the community
  - Target hazards and special hazards and risk (hotels, multi-family apartment buildings, hospital, waterfront, fuel storage facilities, nursing homes, hazardous materials transportation and storage, transportation network, etc.)
  - Special needs population (elderly, handicapped, etc.)
  - Targeted response times
  - Response patterns by type of call, day of week, time of call, and seasonal fluctuations
  - Special events
  - Current mutual aid capabilities and collaborative efforts within the region.
4. **On site Visits:** Much of this plan of service will be done during face-to-face, on-site visits by our project team. The team will spend time on-site, making observations, conducting interviews and becoming familiar with the community.

### **FINAL REPORT**

Upon the completion of all the tasks outlined above, MRI will prepare a draft final report. The purpose of this draft is to allow key personnel the opportunity to review the document for accuracy, clarity, and facilitate a brief comment period. After the comment period, MRI will prepare and deliver two (2) copies of the final report to the Town Manager.



### TIMELINE

Municipal Resources, Inc. is prepared to begin work on this project upon award and execution of a contract with the community and receipt of the background documents requested by MRI. It is anticipated that the study will take approximately 30 to 60 days to complete.

### DELIVERABLES

1. Two (2) bound copies of the draft report.
2. Two (2) bound copies of the final report.
3. One (1) copy of the final report on disk in pdf format.

### PRICING

Our services for this study will be provided on a lump sum fee basis that is intended to cover all professional time and expenses. The process will be completed for a lump sum fee of **\$4,800.00**; payments to be made as follows:

1. **\$2,000.00** to be invoiced upon conducting the "kick-off" meeting;
2. **\$2,000.00** to be invoiced upon submission of the draft report; and
3. **\$800.00** to be invoiced upon submission of the final report.

Payments will be made within thirty (30) days of receipt of the invoice unless otherwise agreed. Invoices not paid within thirty (30) days will accrue interest at the rate of 1.5% per month.

Fees for professional services not contained in the Scope of Work will be billed at the rate of **\$125.00** per hour and will require an amendment to the parties' agreement prior to commencement of the work.

### ABOUT MRI

Municipal Resources, Inc. (MRI) provides quality service at an affordable price. We have the technical knowledge and practical experience that others cannot offer because we hire the best in the municipal consulting industry. This is evidenced by a high level of implementation of MRI's recommendations by its clients. Municipal Resources is capable of performing multiple



projects at the same time because of the depth that we have acquired through the number of employees and affiliates we maintain. We also have the ability to draw upon a wide array of talent because of our unique business approach. Our clients have come to expect Municipal Resources to provide for whatever they need and we fulfill their expectations. We strive to always meet or exceed our clients' initial expectations for quality of work and reports.

Municipal Resources, Inc. was founded in 1989 by six former municipal and state government managers, with both public and private professional experience. Municipal Resources is dedicated to providing professional, technical, and management support services to municipalities and schools throughout New England. Municipal Resources operates offices in two locations in New Hampshire, one in Maine, one in Massachusetts, and one in Pennsylvania. We are registered to do business in Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New Jersey, New York, and Pennsylvania.

Among the areas of expertise available are department assessments, organizational studies, personnel recruitment, personnel administration, collective bargaining, public safety, community and economic development, budget/finance, and general management. MRI has a particularly strong public safety group with nationally recognized expertise in police, fire, and emergency services.

Finally, we want to help solve problems and provide solutions for future success. We do not assess blame; rather, we simply work to gain an understanding of past events in order to build a framework for future success. We do not put forth idealistic, unachievable, or narrowly focused solutions.

Our objectives are:

- To help agencies obtain maximum value for limited tax dollars.
- To identify and help communities manage the risks associated with public safety functions.
- To raise public awareness of the value and professionalism of their public resources.
- To help local leaders develop and execute plans that best meet their community's needs, given the resources available.

### **THE PROJECT TEAM**

MRI has twelve (12) full-time professionals in the company with three (3) support staff members. In addition, MRI has developed a large group of professional affiliates from which it can draw for consulting services as necessary. Our dynamic management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have



the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we are able to fully understand and address the issues and concerns of the officials and decision makers with whom we do business. Our market, focus and expertise, is New England based. We are intimately familiar with New England local government forms, culture, and issues and pride ourselves on our ability to deliver services appropriate to our New England clients.

We believe that MRI has the best collection of talent that any consultant can produce at any price. For this project, our consultants would have years of experience leading and managing public safety agencies along with the challenges that confront those organizations. They have New England-wide, and in some cases, national reputations. All are previous veterans of consulting assignments. We believe this team has the ability to provide your organization with a full range of services necessary to successfully address your current needs.

In keeping with MRI's hallmark multi-disciplinary approach to problem solving, we plan to use the following team:

#### **PROJECT MANAGER**

**Alan S. Gould, Vice President and Chief Operating Officer**, is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public sector career with the Salem, NH, Police Department where, during 21 years, he served at all ranks of the Department. He served as Chief of Police in Rye, NH, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. In addition to his responsibilities as MRI's Chief Operating Officer, Mr. Gould manages many of the company's projects and occasionally serves in interim municipal management roles. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law, and Juvenile Delinquency. Among his many community involvements, Alan served as an initial incorporator of the Greater Salem Council Against Family Violence; a founder of New Hampshire's second "visitation center" designed to protect children from abusive parents; an initiator of Rye Senior SERVE, a non-profit organization established to help seniors remain in their homes as



they age; and he continues as the Emergency Management Director in the coastal community of Rye, NH, located within the Seabrook Nuclear Power Plant's Emergency Planning Zone.

## TEAM MEMBERS

**Chief David L. Kurz** obtained a Bachelor's Degree in Criminal Justice from the University of Southern Maine, is a graduate of the FBI National Academy 153<sup>rd</sup> Session, and has served in law enforcement since 1974. Chief Kurz previously served as the Chief of the Gorham, Maine Police Department (1985-1990) and the Deputy Director of the Maine Drug Enforcement Agency, Maine Department of Public Safety (1990 to 1996). In his current position as Chief of Police of Durham, NH, Chief Kurz is responsible for the supervision of a CALEA accredited full-service police agency committed to a customer-oriented delivery of services functioning in a university community. Chief Kurz is one of 12 chiefs appointed by the International Association of Chiefs of Police to an Advisory Group assisting IACP in the formation of training and client needs assessment that may be unique to smaller police agencies in the United States. Chief Kurz is one of six police managers instructing with the Bureau of Justice Assistance ""Leading by Legacy"" program that provides management and leadership skills to rural police agencies throughout the nation. He has also published six articles for the *IACP Police Chief* magazine focusing upon Strategic Planning, Alcohol Enforcement, Promotional Process, Celebratory Rioting, Effective Performance Evaluations, and New Technology Acquisition. Chief Kurz is a Team Leader for the Commission on the Accreditation for Law Enforcement Agencies, (CALEA) Inc. and has reviewed the policies and procedures of over 50 police agencies seeking national accreditation and recognition. He has worked with the United States Department of Justice on several initiatives including the National Summit on Campus Public Safety and is a member of the Bureau of Justice Assistance Law Enforcement Leadership Initiative Training Steering Committee. Additionally, Chief Kurz routinely conducts training seminars for IACP focusing upon strategic planning and personnel management. Chief Kurz has served as a subject advisor to MRI since 2002 and will occasionally work on a project team.

**Bruce A. MacDougall** obtained his Master of Science in Criminal Justice Administration from Northeastern University in Boston in 1978, and his Bachelor of Arts in American Government from Boston University in 1972. He has also attended professional training through the Federal Bureau of Investigation's Law Enforcement Executive Development Seminar Program and through the Police Executive Research Forum's Senior Management Institute for Police. He retired in 2002, after 30 years of active police service, as Chief of the Methuen, Massachusetts, Police Department, where he spent most of his law enforcement career. In Methuen, he rose through the ranks from Dispatcher to Chief. As Chief for 9 years, he was responsible for the planning,



Sharon Lynn, Town Manager

August 29, 2013

Page 8

organizing, staffing, directing, and administering a department of 84 sworn officers and 16 civilian staff members, in a diverse community of 44,000 citizens, with a total department budget of seven million dollars. He has been an Instructor of Criminal Justice at Northern Essex Community College and an Instructor of Constitutional Law for the Massachusetts Criminal Justice Training Council. In addition to teaching, Chief MacDougall has been involved in a number of police and corrections consulting assignments, including being assigned as Interim Chief, conducting internal affairs investigations and management studies, completing evidence audits, accreditation reviews and preparation, as well as participation in assessment centers and executive selection teams. From 2006 through 2008, Chief MacDougall served as the Director of the Massachusetts Police Leadership Institute in Lowell, Massachusetts. He is Past President of the Essex County Chiefs of Police Association and past Vice-President of the North Eastern Massachusetts Law Enforcement Council.

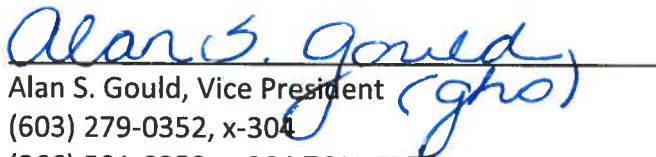
#### REFERENCES

See Appendix A for references.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By:



Alan S. Gould, Vice President  
(603) 279-0352, x-304  
(866) 501-0352, x-304 TOLL FREE  
[agould@municipalresources.com](mailto:agould@municipalresources.com)



**APPENDIX A**

**REFERENCES**

**MASSACHUSETTS**

Andover, MA  
Police Chief Assessment Ctr. 2013  
Reginald S. Stapczynski  
Town Manager  
Town of Andover  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8225

Assumption College  
Worcester, MA  
Christian McCarthy  
Executive VP and Treasurer  
Finance Office  
500 Salisbury Street  
Worcester, MA 01609  
(508) 767-7424

Beverly, MA  
Prisoner Property/Evidence Inventory 2013  
Chief Mark Ray  
Beverly Police Department  
191 Cabot Street  
Beverly, MA 01915  
(978) 921-6040

Boxborough, MA  
Organizational Assessment - 1996

Dartmouth, MA  
Police Chief Recruitment 2009  
David G. Cressman  
Town Administrator  
Dartmouth Town Hall  
400 Slocum Road  
Dartmouth, MA 02747  
(508) 910-1813

**MASSACHUSETTS CONTINUED**

Dedham, MA  
Public Safety Study 2013  
Police Dept. Data Analysis 2011  
William G. Keegan  
Town Administrator  
26 Bryant Street  
Dedham, MA 02026  
(781) 751-9100

East Longmeadow, MA  
Police Chief Recruitment 2005  
Town Administrator  
60 Center Square  
East Longmeadow, MA 01028-2457  
(508) 835-3490

Framingham, MA  
West Suburban Managers Group (WSMG) 2010  
Regional Dispatch Study (20 Communities)  
Paul Buckley, Needham Fire Chief  
(781) 455-7580

Gloucester, MA  
Public Safety Study 2009  
James A. Duggan  
Chief Administrative Officer  
9 Dale Avenue  
Gloucester, MA 01930  
(978) 281-9700

Greenfield, MA  
Police Captain Assessment Ctr. 2005  
Dennis Helmus, HR Director  
Town Hall Annex  
253 Main Street  
Greenfield, MA 01301  
(413) 772-1577



Sharon Lynn, Town Manager

August 29, 2013

Page 10

**MASSACHUSETTS CONTINUED**

Hubbardston, MA  
Police Chief Recruitment 2005  
Trudy O'Connell, Administrative Asst.  
PO Box 206  
Hubbardston, MA 01452-0206  
(978) 928-1403

Manchester-by-the-Sea, MA  
Interim Police Chief 2007  
Professional Panel Interview for  
Police Chief Recruitment 2007  
Wayne Melville  
Town Administrator  
Town of Manchester-By-The-Sea  
10 Central Street  
Manchester-By-The-Sea, MA 01944-1399  
(978) 526-2000

Millville, MA  
Interim Police Chief;  
Organizational Assessment; and  
Police Chief Assessment Center 2007  
Helen M. Coffin  
Executive Secretary  
Town of Millville  
PO Box 703  
Millville, MA 01529  
(508) 883-1186

Peabody, MA  
Multiple Evidence Audits and Inventories  
Internal Affairs Investigations  
2004, 2005, & 2006  
Robert L. Champagne, Chief of Police  
6 Allen's Lane  
Peabody, MA 01960  
(978) 538-6308

Salisbury, MA  
Complete Evidence Inventory 2011  
Police IA 2011  
Neil J. Harrington  
Town Manager  
Town of Salisbury  
5 Beach Road  
Salisbury, MA 01952  
(978) 462-8232

**MASSACHUSETTS CONTINUED**

Westborough, MA  
Organizational Assessment 2000

Westwood, MA  
Police Chief Assessment Ctr 2013  
Michael Jaillet, Town Administrator  
Town of Westwood

580 High Street  
Westwood, MA 02090  
(781) 326-4172

Woburn, MA  
Public Safety Study 2013  
Scott D. Galvin, Mayor  
10 Common Street  
Woburn, MA 01801  
(781) 897-5800

**DELAWARE**

University of Delaware  
Campus Security Assessment 2003  
Dr. Maxine Colm, Vice President  
124 Hilliher Hall  
Newark, DE 19716  
(302) 831-6871

**MAINE**

Presque Isle, ME  
Organizational Study 2011  
City Manager  
12 Second Street  
Presque Isle, ME 04769  
(207) 760-2700





Sharon Lynn, Town Manager

August 29, 2013

Page 11

**MAINE CONTINUED**

Southern Maine Community College  
Campus Safety Study 2008  
James Ortiz, President  
Gregory C. Hanscom  
Division Chair, Public Safety  
Assistant Professor, Department Chair  
Criminal Justice  
2 Fort Road  
South Portland, ME 04106  
(207) 741-5500

**NEW HAMPSHIRE**

Alton, NH  
Interim Police Chief 2011  
Board of Selectmen  
PO Box 659  
Alton, NH 03809  
(603) 875-2161

Ashland, NH  
Police Chief Recruitment 2001  
Board of Selectmen  
PO Box 517  
Ashland, NH 03217  
(603) 968-4432

Atkinson, NH  
Internal Investigation 2013  
Police Study 2011  
Board of Selectmen  
21 Academy Avenue  
Atkinson, NH 03811  
(603) 362-5266

Barnstead, NH  
Organizational Study 2012  
Board of Selectmen  
PO Box 11  
Center Barnstead, NH 03225  
(603) 269-4071

**NEW HAMPSHIRE CONTINUED**

Bedford, NH  
Police Chief Recruitment 2011  
Organizational Assessment 2006  
Keith Hickey, Salem Town Mgr.  
(Former Bedford Town Mgr.)  
33 Geremonty Drive  
Salem, NH 03079  
(603) 890-2000

Canterbury, NH  
Organizational Assessment 2006  
Larry Phillips, Selectman  
PO Box 500  
Canterbury, NH 03224-0500  
(603) 783-9404

Center Harbor, NH  
Organizational Study 2002  
Board of Selectmen  
PO Box 140  
Center Harbor, NH 03226  
(603) 253-4561

Claremont, NH  
Interim Police Chief 2003  
Claremont Police Commission  
One Police Court  
Claremont, NH 03743  
(603) 542-9538

Colebrook, NH  
Organizational Study 1998  
Board of Selectmen  
17 Bridge Street  
Colebrook, NH 03576  
(603) 237-4070

Danville, NH  
Internal Investigation 2013  
Patricia Shogren, Adm. Asst.  
210 Main Street  
Danville, NH 03819  
(603) 382-8253



Sharon Lynn, Town Manager

August 29, 2013

Page 12

**NEW HAMPSHIRE CONTINUED**

Deerfield, NH  
Organizational Study 2001  
Board of Selectmen  
PO Box 159  
Deerfield, NH 03037  
(603) 463-8811

Durham, NH  
Police Chief Recruitment 1996  
Board of Selectmen  
15 Newmarket Road  
Durham, NH 03824  
(603) 868-5571

Hinsdale, NH  
Police Chief Recruitment 2012  
Jill Collins, Town Administrator  
PO Box 13  
Hinsdale, NH 03451  
(603) 336-5710

Hooksett, NH  
Police Chief Recruitment 1999  
Board of Selectmen  
35 Main Street  
Hooksett, NH 03106  
(603) 485-8471

Hudson, NH  
Police Chief Assessment Center 2008  
Police Synergy for Sgt. & Lt.  
Stephen Malizia, Town Adm.  
12 School Street  
Hudson, NH 03051  
(603) 886-6024

Lebanon, NH  
Police Study 2002  
Board of Selectmen  
51 North Park Street  
Lebanon, NH 03766  
(603) 448-4220

**NEW HAMPSHIRE CONTINUED**

Lee, NH  
Organizational Study 2001  
Board of Selectmen  
7 Mast Road  
Lee, NH 03861  
(603) 659-5414

Lincoln, NH  
Police Chief Recruitment 1998  
Police Study – 1999  
Board of Selectmen  
PO Box 25  
Lincoln, NH 03251  
(603) 745-2757

Litchfield, NH  
Organizational Assessment 2008  
Raymond C. Peeples, Jr., Chairman  
Litchfield Board of Selectmen  
Two Liberty Way, Suite 1  
Litchfield, NH 03052  
(603) 913-4231

Lyndeborough, NH  
Police Chief Mentoring 2008-2009  
Organizational Study 2008  
Jim Bingham, Town Administrator  
PO Box 6  
Lyndeborough, NH 03082  
(603) 654-5955, x-223

Madison, NH  
Police Chief Recruitment 2003  
Board of Selectmen  
PO Box 248  
Madison, NH 03849  
(603) 367-4332

Marlborough, NH  
Organizational Study 2011  
Board of Selectmen  
PO Box 487  
Marlborough, NH 03455  
(603) 876-3751



**NEW HAMPSHIRE CONTINUED**

Milford, NH  
Organizational Study 1999  
Board of Selectmen  
One Union Square  
Milford, NH 03055  
(603) 673-2257

New Boston, NH  
Interim Police Chief 2005  
Organizational Assessment 2004  
Burton Reynolds, Town Adm.  
PO Box 250  
New Boston, NH 03070  
(603) 487-5504

New Durham, NH  
Organizational Study 1992  
Board of Selectmen  
PO Box 207  
New Durham, NH 03855  
(603) 859-2091

Newbury, NH  
Organizational Assessment &  
Police Chief Recruitment 2005  
Dennis Pavlicek, Town Adm.  
PO Box 296  
Newbury, NH 03255  
(603) 763-4940

Newmarket, NH  
Organizational Study 1994  
Board of Selectmen  
186 Main Street  
Newmarket, NH 03857  
(603) 659-3617

North Hampton, NH  
Police Study 2007  
Stephen Fournier, Town Admin.  
PO Box 710  
No. Hampton, NH 03862  
(603) 964-8087

**NEW HAMPSHIRE CONTINUED**

Northumberland, NH  
Police Study 2013  
Becky Craggy  
Administrative Assistant  
10 Station Square  
Groveton, NH 03582  
(603) 636-1450

Pittsburg, NH  
Internal Affairs Investigation 2006  
Paul D. Desjardins, Esquire  
149 Main Street  
Lancaster, NH 03584  
(603) 788-4244

Rindge, NH  
Police Chief Recruitment 2012  
Carlotta Pini, Town Adm.  
30 Payson Hill Road  
Rindge, NH 03461  
(603) 899-5181

Rockingham County Sheriff's Office  
Organizational Assessment 2011  
Michael Downing, High Sheriff  
119 North Road  
Brentwood, NH 03833  
(603) 679-9475

Stratham, NH  
Police Chief Recruitment 2009  
Paul Deschaine  
Town Administrator  
Town of Stratham  
10 Bunker Hill Ave.  
Stratham, NH 03885  
(603) 772-7391

Wakefield, NH  
Police Study 2012  
Teresa Williams  
Town Administrator  
2 High Street  
Sanbornville, NH 03872  
603-522-6205



**NEW HAMPSHIRE CONTINUED**

Weare, NH  
Organizational Assessment &  
Interim Police Chief 1994  
Board of Selectmen  
PO Box 190  
Weare, NH 03281  
(603) 529-7525

Winchester, NH  
Police Study 2013  
Joan Morel, Town Administrator  
Town of Winchester  
One Richmond Road  
Winchester, NH 03470  
(603) 239-4951

Wolfeboro, NH  
Police Chief Recruitment 2004  
David Owen, Town Manager  
PO Box 629  
Wolfeboro, NH 03894  
(603) 569-8161

**NEW JERSEY**

Hillside, NJ  
Organizational Assessment 2012  
Christine Burgess, Esquire  
Township Counsel  
(212) 225-9294

**PENNSYLVANIA**

Bryn Mawr  
Public Safety Department Assessment 2008  
Jerry Berenson, CFO  
Bryn Mawr College  
101 North Merion Avenue  
Bryn Mawr, PA 19010-2899  
(610) 526-5183

**PENNSYLVANIA CONTINUED**

Upper Saucon Township, PA  
Police Department Staffing Study 2010  
Thomas F. Beil  
Township Manager  
5500 Camp Meeting Road  
Center Valley, PA 18034  
(610) 282-1171

Villanova University  
Public Safety Director Recruitment &  
Interim Director Services 2007  
Kenneth Valosky, Vice President  
Finance and Administration  
Villanova University  
The American College  
Huebner Hall  
270 So. Bryn Mawr Avenue  
Bryn Mawr, PA 19010  
(610) 519-4532

**RHODE ISLAND**

Newport, RI  
Hostile Work Environment Investigation 2004  
City Manager  
Newport City Hall  
43 Broadway  
Newport, RI 02840  
(401) 845-5430

Rhode Island Interlocal Trust  
Police Organizational Assessments – 1999 to present  
West Warwick 2012  
Hopkinton 2011  
Jamestown 2010  
Johnston 2012  
Bristol 2009  
Mr. Brian T. Ahern  
Loss Prevention Manager  
Rhode Island Interlocal Risk Management Trust  
501 Wampanoag Trail, Suite 301  
East Providence, Rhode Island 02915



Sharon Lynn, Town Manager  
August 29, 2013  
Page 15

**VERMONT**

Bellows Falls, VT  
Organizational Assessment - 2001

Hinesburg, VT  
Strategic Planning 2008  
Jeanne Kundell Wilson  
Town Administrator  
PO Box 133  
Hinesburg, VT 05461  
(802) 482-2096

St. Albans, VT  
Organizational Assessment &  
Police Chief Recruitment - 1996





# IACP Patrol Staffing Analysis

## *A Proposal for the Provincetown Police Department*

The International Association of Chiefs of Police (IACP) has long been recognized for its preeminence in the study of patrol staffing, deployment, and scheduling requirements. Our experience, expertise, and resource capacity enables us to tailor a series of service packages to assist jurisdictions to cope with the highly technical considerations that characterize patrol staffing analysis and companion productivity considerations.

The Provincetown Police Department (PPD) seeks to examine and update its current and near future patrol staffing and deployment requirements to create a more efficient and effective organization that is poised to continue to meet service level demands and community stakeholder expectations.

### **I. OBJECTIVES**

The following objectives and scope of work are proposed for the City of Provincetown Police Department:

- Determine the number of field patrol officers (first responders) currently required to enable the PPD to:
  - Respond to emergency demands of citizens in a timely manner
  - Conduct elective/proactive patrol and law enforcement tasks effectively
  - Allow officers to meet all administrative requirements satisfactorily, including report writing, training, court, and personal needs, and,
  - Maximize the safety of the public and the officers.
- Design a plan to schedule and deploy the required number of officers cost-effectively, by shift and patrol sector, in response to temporal and geographic incidence of crime, demands for non-crime services, city geography and demographics, and the policing approach of the department.
- Account for and evaluate the effect of seasonal population fluctuations and the unique nature of police service delivery within the Cape Cod

## II. THE IACP APPROACH

Police patrol staffing analysis and allocation is a data-intensive effort. Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are inappropriate as a basis for staffing decisions. Accordingly, they have no place in the IACP methodology. Defining patrol staffing allocation and deployment requirements is a complex endeavor, which requires consideration of an extensive series of factors and a sizable body of reliable, current data.

To achieve study objectives, the IACP employs a three-phase methodology involving data collection, data analysis, and report preparation.

**Data Collection.** Information, records, and documents to be collected pertain to and include:

- Occasions when law enforcement officers report for duty
- Occasions when officers do not report for duty due to time off, vacations, sick leave, court time, and for other reasons
- Availability/show-up rates
- Directed activity
- Self-initiated activity
- Administrative activity
- Overtime
- Type and quantity of reported criminal activity
- Personnel regulations that describe amount and types of authorized leaves of absence
- Daily activity reports of officers to determine division of labor
- Organization charts and descriptions which describe present work assignments and staffing levels
- Maps showing beat assignments and general geography of the area
- New or special programs or administrative requirements contemplated.

The scope and reliability of existing CAD/computer-resident data will govern the simplicity, complexity, and timeliness of data collections. Some required information might not be readily available. If this is the case, standard forms and data collection instruments will be used to generate fresh data. This determination will be made by the project team and PPD executives and specialists, on-site, during the initial field visit.

**Data Analysis.** Required data will be formatted and analyzed. For purposes of analysis and subsequent report preparation, an extensive series of data sets will be created, among them:

- Current Distribution of Patrol Personnel
- Availability
- Workload - Unit, Shift, Day of Week, Geographic Area
- Overtime
- Staffing Requirements - Recommended
- Deployment - Recommended.

**Report Preparation.** This phase will entail preparation of a final report. Objectives, methodology, calculations, findings and observations, and conclusions and recommendations will be basic report components.

### III. DELIVERABLES

Findings and recommendations will be conveyed in a final report. Post-analysis discussion and presentation will be provided, if desired by the PPD.

### IV. QUALIFICATIONS AND REFERENCES

The International Association of Chiefs of Police (IACP), founded in 1893, is a non-profit corporation, chartered in the District of Columbia (1943) and headquartered in Alexandria, Virginia. The IACP is the world's leading association of law enforcement executives with over 21,000 members in over 100 countries. In addition to chiefs of police and law enforcement command personnel, IACP members include executive-level government administrators, criminal justice researchers, university faculty, and members of many other professions. The IACP was founded to encourage cooperation and exchange of information among police administrators, and to promote the highest standards of performance and conduct within the police profession.

The IACP provides the most extensive range of police services available. In addition to police management studies, the IACP offers training courses and professional development seminars, promotional testing, assessment centers, executive search and placement, research and development, publications, information networking, and conferences. Services are provided by the IACP's headquarters staff of 100, complemented by a national network of consultants. We serve local, state, and federal law enforcement agencies and their parent governments. A sampling of clients from the past five years is provided below.



- Alexandria, Louisiana
- Augusta, Maine
- Gulfport, Mississippi
- Sarasota, Florida
- Washington Metropolitan Area Transit Authority
- U.S. Department of the Interior, Fish and Wildlife Service

## V. PROJECT TEAM

The proposed study will be conducted by Jessie Lee (Ph.D.) and Tracy Phillips (MPA), the IACP's principal patrol staffing specialists. The project will be managed by Vincent Talucci, Director of Programs and Research. Resumes of these principals can be provided upon request.

- **Jessie Lee** (Ph.D.), Manager, IACP Police Services, joined the association's professional staff in 2011 to direct management studies and technical assistance services. Principal assignments include Washington Metropolitan Area Transit Authority; Anchorage, Alaska; Clermont, Florida; and the Salt River Pima Maricopa Indian Community (Arizona).

For 10 years he served as Executive Director of NOBLE, the National Organization of Black Law Enforcement Executives, a 3,800 member professional association which, among many other activities, conducts law enforcement management and policy evaluations. Pertinent experience includes 20 years with the Delaware River Port Authority, rising to Operations & Administration Commander. Dr. Lee is a graduate of the FBI National Academy 195<sup>th</sup> and the Northwestern University Staff and Command College.

- **Tracy Phillips** (MPA), Senior Project Specialist, has worked on IACP management studies for police departments in Alexandria, Louisiana; Gulfport, Mississippi; Sarasota, Florida; Augusta, Maine; Clermont, Florida; and our Risk-Based Deployment Modeling project for the Fish and Wildlife Service of the USDOJ. In addition she served as the principal for our deployment modeling study for the Provost Marshal's Office, U.S. Marine Corps.

For four years she served the Fayetteville Police Department as a crime analyst, then crime analyst supervisor. From 2000-2004 she worked as assistant to the City Manager of Abilene, Texas and then as assistant to the Director of Administrative Services.

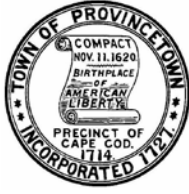
Her career began as a management analyst and performance auditor for the Georgia General Assembly. She conducted management audits of state agencies and programs to determine effectiveness, efficiency of operations, sufficiency of management controls, and compliance with legislative intent.

## VI. PRICE

IACP patrol staffing services are offered on a fixed price plus expense reimbursement basis. **The fixed price for proposed services is \$15,000.** Expenses, reimbursable at direct cost, include charges incurred for transportation, lodging, meals, and other out-of-pocket travel expenses. Two site visits should suffice to conduct proposed work, including an onsite presentation of findings and recommendations. Expenses are expected to range from \$2,500 to \$4,000 and will not exceed that amount.

## VII. PROPOSAL MODIFICATION

It is IACP policy to tailor services to program and fiscal preferences and capabilities of clients. Accordingly, we remain prepared to revise this proposal, if necessary, to better suit the needs of the city and/or the PPD.



Provincetown Board of Selectmen  
**AGENDA ACTION REQUEST**  
September 30, 2013 5PM

2

## OTHER

Requested by: Board of Selectmen

Action Sought: Open

### Proposed Motion(s)

Other matters that may legally come before the board not known at the time of posting.  
Votes may be taken.

### Additional Information

### Board Action

<i>Motion</i>	<i>Second</i>	<i>Yea</i>	<i>Nay</i>	<i>Abstain</i>	<i>Disposition</i>