

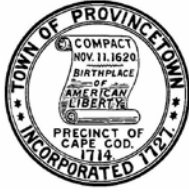


Board of Selectmen

# Meeting Agenda

**The Provincetown Board of Selectmen will hold a public meeting on Tuesday, November 12, 2013 at 5:00 p.m. in Judge Welsh Room, Town Hall, 260 Commercial Street, Provincetown, MA 02657.**

1. Provincetown Police Services Assessment Report follow up – Executive Director Susan Jeghelian, MOPC. Discussion of next steps. 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**

November 12, 2013 5:00 PM

1

## POLICE SERVICES PUBLIC FORUM UPDATE

Susan Jeghelian, Executive Director MOPC

Requested by: Board of Selectmen

Action Sought: Update

Proposed Motion(s)

*Discussion Dependent.*

Additional Information

Board Action

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



## MEMORANDUM

TO: Sharon Lynn, Town Manager, Town of Provincetown

FR: Susan Jeghelian, MOPC Executive Director  
John Goodrich, MOPC Senior Affiliate Facilitator

DT: November 6, 2013

RE: **Proposal for Town-funded Police Department Workplace Climate Assessment and Formation of a Civic Engagement Advisory Committee as recommended in MOPC Report**

---

The Massachusetts Office of Public Collaboration (MOPC) at the University of Massachusetts Boston is pleased to submit this Proposal in response to a request from the Provincetown Town Manager upon the Board of Selectmen's determination that the Town would move forward with the recommendations set forth in MOPC's Initial Conflict Assessment Report on Policing Services presented on October 28, 2013. This Proposal covers two of the report recommendations, which the Town will be funding at this time – Police Department Workplace Climate Assessment and Formation of a Civic Engagement Advisory Committee. For the other report recommendations, the Town will be applying for grant funding through the Commonwealth's Community Innovation Challenge Grant Program and other potential funding sources.

### **Police Department Workplace Climate Assessment**

Conflict intervention issues identified by MOPC during its initial conflict assessment phase are described in the MOPC Assessment Report. These include management issues within departments and between departments, the diverse views that people hold on town government including the police department, and how complaints and concerns are presently handled in the future by town government. The Police Department Workplace Climate Assessment would address those issues within the department, while a separate Town Government Assessment that has been recommended would address the broader town government issues. Additionally, the Workplace Climate Assessment would address allegations regarding disparity of discipline to union members by the police chief set forth in the letter from the Provincetown Police Labor Federation and the New England Police Benevolent Association, and therefore would complement the independent investigations that the Town has retained Marcum LLP to undertake, as well as the independent staffing analysis being conducted by MMA Consulting for the Town.

### **Proposed Scope of Services for Workplace Climate Assessment**

Based upon its prior experience with similar workplace climate assessments for other public agencies, MOPC proposes to provide the following scope of services for the Provincetown Police Department under the overall direction of MOPC Executive Director Susan Jeghelian and MOPC Senior Affiliate John Goodrich. The lead facilitators for the MOPC workplace assessment team would be Affiliates Don Greenstein and Stephen Turcotte, who both have specialized experience and expertise in this area. Mette Kreutzmann from MOPC staff would serve as Project Manager and Assistant Facilitator.

MOPC estimates that a comprehensive workplace climate assessment of the Provincetown Police Department would take approximately 6-8 weeks to complete. Given the history and extent of the issues involving the

Police Department, the MOPC assessment team would need to individually interview all department employees. Each interview would take between 30-90 minutes. These estimates are based on similar work MOPC and its affiliates have done for other public and private entities in the recent past. Actual time spent would depend on the role of the individuals interviewed and the complexity of the issues presented. Specific tasks would include the following:

**Task 1: Planning the Workplace Climate Assessment**

- Meet with the Acting Chief of the Police Department and the Union Representative to receive buy-in to the workplace climate assessment activities and agreement on a timeline.
- Develop draft survey questions and finalize process.

**Task 2: Assessment Interviews**

- Schedule several days to be devoted to on-site in-person interviews of the Police Department employees.
- Conduct anonymous individual interviews with all of members of the Department (approx. 25).

**Task 3: Assessment Report**

- Analyze data from interviews to determine the overall workplace climate and working conditions, including the organizational structure, training, communication and policies, and identify any conflicts that may be contributing to communication breakdown, lack of clarity, and/or other possible barriers to successful collaboration and teamwork.
- Develop recommendations for improving the workplace climate, including specific intervention activities such as critical incident stress management debriefing support for police officers, trainings in conflict management for conflicts and community interactions, and facilitated problem-solving for addressing organizational, community and structural issues.
- Prepare a comprehensive confidential assessment report with findings and recommendations; prepare a public summary of the workplace assessment.

**Task 4: Review and Follow-up**

- Present the Climate Assessment Report to the Town Manager and Board of Selectmen; present any personnel issues separately in an Executive Session rather than in a public session.
- Provide consultation (and resources) to the Town for carrying out recommendations from the Workplace Climate Assessment (e.g., training through Cape Mediation).

**Proposed Fixed Fee Cost for Workplace Climate Assessment Services**

Task 1 10 hours  
Task 2 36 hours  
Task 3 24 hours  
Task 4 10 hours

Total time budgeted for MOPC facilitators – 80 hours @ \$150.00/hour  
(This is a discounted hourly rate from MOPC’s standard \$175.00/hour rate for facilitation services)  
Additional time will be provided by the MOPC Executive Director at no cost as an in-kind contribution.

Proposed Budget/Flat Fee to MOPC\* \$12,000.00

*\*The flat fee includes allowance for travel expenses and the standard 15% F&A indirect cost recovery for facilities and administrative costs to the University of Massachusetts Boston in support of this sponsored project.*

## **Formation of Civic Engagement Advisory Committee**

MOPC's Initial Conflict Assessment Report recommends that the Town of Provincetown form an Advisory Committee with broad community representation as a first step to develop trust and promote on-going dialogue among those with a wide range of views, and serve to provide a regular forum for longer-term community discussions and civic engagement.

### **Proposed Scope of Services for Advisory Committee Formation**

MOPC has assisted public agencies with selection and convening of process steering committees and advisory groups of citizens and other stakeholders for a variety of initiatives with the goal of building and embedding infrastructure for collaboration and public engagement. It is MOPC's practice to include assistance from individuals who represent the interests involved in selection process implementation in order to ensure neutrality, transparency and inclusiveness of the process. Based on past experiences, MOPC proposes to provide the following scope of services for the formation of a Provincetown Civic Engagement Advisory Committee. Services would be provided under the overall direction of MOPC Executive Director Susan Jekhlian. The leads for this initiative would be MOPC Senior Affiliate John Goodrich, partnered by MOPC Affiliate Don Greenstein, who has extensive governmental and citizen advisory committee experience. Mette Kreutzmann from MOPC staff would also serve as the Project Manager and Assistant Facilitator for this component of MOPC services.

MOPC estimates that recruitment, selection and convening of a balanced representative advisory group to coordinate civic engagement initiatives for the Town related to the community policing and community visioning components of MOPC's recommendations would take approximately 4-6 weeks to complete. Specific tasks would include the following:

#### **Task 1: Planning & Design of the Advisory Committee Selection Process**

- Design the role of the Advisory Committee and develop a timeline and set of procedures and criteria for a self-selection process to recruit community volunteers for the committee, adapted from guidelines used by MOPC for other similar processes.
- Recruit 3-5 people with a wide range of roles and views from the individuals interviewed for the initial conflict assessment to work with MOPC on the Advisory Committee selection process.

#### **Task 2: Solicitation of Self-Nominations**

- Announce the Advisory Committee selection process through the Town website, local media, local postings and other avenues and include invitation to community members to a process briefing.
- Conduct a community briefing about the role of the Advisory Committee, the selection process and how to self-nominate to serve on the Committee.
- Collect self-nominations from interested individuals from the Provincetown community.

#### **Task 3: Selection & Convening of the Advisory Committee**

- Work with the 3-5 individuals recruited to help MOPC to review and screen the self-nominations against the selection criteria to identify a well-balanced group of community members to serve on the committee, reflecting the community make up as well as all interests surrounding the issues involved in this engagement; select a total number of no more than fifteen (15).
- Notify nominees about the outcome of the Advisory Committee formation process.
- Invite the selected Advisory Committee members to attend an orientation/training by MOPC in partnership with Cape Mediation (delivery of this orientation/training is not included in this proposal; \$3,000-\$5,000 in funding for the training will be sought from Cape Cod Foundation).<sup>1</sup>

---

<sup>1</sup> Cape Mediation and MOPC coaching and training for the advisory committee as soon as it has been selected and convened is designed to help them to work well together from the very beginning so that the community can see

11/6/2013      Massachusetts Office of Public Collaboration Proposal to the Town of Provincetown

**Proposed Fixed Fee Cost for Advisory Committee Formation Services**

- Task 1 8 hours
- Task 2 16 hours
- Task 3 16 hours

Total time budgeted for MOPC facilitators – 40 hours @ \$150.00/hour  
(This is a discounted hourly rate from MOPC’s standard \$175.00/hour rate for facilitation services)  
Additional time will be provided by the MOPC Executive Director at no cost as an in-kind contribution.

Proposed Budget/Flat Fee to MOPC\*                      \$6,000.00

*\*The flat fee includes allowance for travel expenses and the standard 15% F&A indirect cost recovery for facilities and administrative costs to the University of Massachusetts Boston in support of this sponsored project.*

**Total Proposal Fixed Fee for MOPC Services:                      \$18,000.00**

---

immediate value from this process and the formation of the committee. It is anticipated that this training will occur at a one day off-site retreat.

The specific tasks would include:

- Coaching on how to manage expectations as to their role and the goals of this collaborative process, including the role they can assume of building trust, coaching and training others in the benefits of collaborative governance.
- Coaching for how to build rapport and communicate with transparency both within the committee and externally to those with interests that they represent so as to build broad trust in this committee within the community.
- Ensuring that they are fully informed about the history, the issues, and models that have been used successfully in other communities to deal with civic engagement on similar issues.
- Conflict intervention and collaborative negotiation skills training, including how to resolve conflicts that may occur within the committee and how to identify and discuss personal biases, whether hidden or explicit.

## **Biographies of the MOPC Facilitation Team**

### **John Goodrich, MOPC Senior Affiliate**

John Goodrich has been qualified as a facilitator, mediator and trainer for MOPC since 1994. He provides conflict assessment, process design, facilitation, mediation, consensus building, collaborative problem solving, public engagement, multi-party dialogue, public policy dispute resolution and training services both for MOPC and as an independent sole practitioner through his private practice. While John is primarily known to town officials and citizens in Provincetown for his private practice facilitation and consulting work for the past 15 years for the Town's Municipal Wastewater System, he has also been the lead facilitator for several MOPC projects on Cape Cod and the Islands including the Lower/Outer Cape School Summits convened by Rep. Sarah Peake, the Chatham and Harwich School Districts Regionalization Planning, the Dennis-Yarmouth Regional School District Facilitation, the Truro Town Hall Facilitation, the Eastham and Wellfleet Facilitated Public Safety Workshop, Alternative Dispute Resolution Training for the Town of Falmouth, and the Town of Tisbury Wastewater Planning Committee Facilitation. Off Cape, he was co-mediator in 1990 with the then director of MOPC's predecessor agency for the Charles River Crossing for the Central Artery Project in Boston. More recently John served as facilitator for the Town of Grafton Library Services Working Group Meetings, facilitator for the Town of Orange Annual Budget Public Forum, co-facilitator for the Forest Futures Visioning Process and the Middlesex Fells Resource Management Plan Public Process for the MA Dept of Conservation and Recreation, co-mediator for the Southern Berkshire Regional School District Mediation, and facilitator for the MA Dept of Environmental Protection for the former South Weymouth Naval Air Station Restoration Advisory Board and the Watertown Arsenal GSA Site Public Meetings. John holds a BSE in Civil Engineering from Princeton University and a Masters in Regional Planning from Harvard University Graduate School of Design.

### **Don Greenstein, MOPC Affiliate Practitioner**

Don Greenstein is an experience mediator, facilitator and trainer with over 24 years of experience working with a broad spectrum of technical issues and processes and diverse community based programs. Don has been qualified MOPC affiliate since 2010. Don served on MOPC's facilitation team for the Longfellow Bridge Task Force project which engaged over 40 community stakeholders in a collaborative process to offer guidance for restoration and renovation to this historical Boston Bridge under MassDOT's Accelerated Bridge Program. Don has also served as a facilitator and consultant on other MOPC projects, including a project with the MA Dept of Public Health that involved facilitating contentious public meetings in southeastern MA on long-term public health and safety issues. Don's background is in conflict management and interpersonal communications. He has been a conflict coach and facilitator for numerous interpersonal matters involving individuals as well as small and large groups. He has mediated numerous conflicts throughout the United States and has provided external and internal ombud services for family, private and governmental workplaces, and business matters. Don has worked on federal, state, and local community issues involving the Federal Emergency Management Agency, Dept of Homeland Security Centers for Disease Control and Prevention, Environmental Protection Agency, Health and Human Services Administration, Dept of Justice, U.S. Postal Service, U.S. Navy, U.S. Air Force, and Dept of Transportation. He is a trained Critical Incident Stress Manager and has worked with emergency response entities since 2001. Don received a JD in law from Antioch School of Law in Washington, D.C. and a BA in Social Work from Antioch College in Yellow Springs, OH.

### **Mette Kreutzmann, MOPC Program Manager**

Mette Kreutzmann has been a staff member with MOPC since 2004 and has served on numerous MOPC public projects. Mette manages MOPC's state agency-sponsored Parent Mediation Program and Housing Appeals Mediation Program and is responsible for conflict assessments, mediation session coordination, oversight of mediators and mediation providers, and program reporting. She works with the Community Mediation Centers including Cape Mediation in Orleans and has developed educational programs for the Trial Court Standing Committee for Dispute Resolution, which involved working with the Community Mediation Centers as well as other Court-appointed alternative dispute resolution programs. She also provides project management for training, facilitation and dispute resolution initiatives, designs and delivers trainings for public officials and students, and serves on MOPC facilitation teams for consensus-building and public engagement processes.

Mette has been a co-facilitator with John Goodrich on several projects on Cape Cod including the Lower/Outer Cape School Summits convened by Rep. Sarah Peake, the Dennis-Yarmouth Regional School District Facilitation, and the Eastham and Wellfleet Facilitated Public Safety Workshop. She has a BA in Computational Linguistics from University of Copenhagen, Denmark and a MA in Dispute Resolution from the University of Massachusetts Boston.

### **Stephen Turcotte, MOPC Affiliate Practitioner**

Stephen Turcotte has been an affiliate practitioner with MOPC since 2004, and has since led a number of public agency workplace climate assessments for the office. Steve has served as the Workplace Improvement Analyst for the Southeast New England District of the U.S. Postal Service. He facilitates and expands the use of many forms of dispute resolution organizationally, individually and in groups. Steve is also an experienced mediator, facilitator, and trainer who specializes in conflict issues and resolving workplace disputes, and has taught extensively in the areas of situational conflict, workplace violence prevention, anger management, conflict resolution, communications and coaching. Prior to his current position, Steve was a union official involved in handling contractual disputes, grievances and EEO complaints, with a specialization in resolving interpersonal disputes between union members and working with Management officials to mediate conflicts before they became contractual or disciplinary issues. Steve has formal training and certification in Dispute Resolution. He holds a MA in Teaching from Rhode Island College, a BA from RI College and has done work toward a graduate degree in psychoanalysis from Boston Graduate School of Psychoanalysis.

## **A Brief Overview of the Massachusetts Office of Public Collaboration**

For over 25 years, the Massachusetts Office of Public Collaboration (MOPC) has served as the state office that focuses exclusively on assisting public agencies as a neutral forum and state-level resource for accessing quality services, proven programs, and national knowledge-based networks for dispute resolution, consensus-building and public engagement.

MOPC builds capacity for conflict resolution, collaboration and consensus-building within public entities and across sectors state-wide and serves as a neutral forum and state-level resource in these fields. MOPC works with government agencies, courts, businesses, non-profits and citizen groups to address complex issues related to economic development, environmental resource management, land use, agriculture, transportation, housing, health care and other important community objectives. MOPC's work results in cost savings for the state and its citizens through reduced litigation and settlement expenses and enhanced capacity for effective problem-solving and civic engagement on major public initiatives in the Commonwealth.

MOPC offers public leaders a neutral forum and skilled resources for engaging public, private and civic institutions and members of the public in collaborative problem-solving, consensus building and dispute resolution. This approach is premised on the fact that the best public solutions come from people working together on issues. Collaborative processes help leaders to engage stakeholders across issues, jurisdictions and sectors to develop effective, lasting solutions to problems that go beyond what any one interest could achieve on its own. All with a stake are involved in authentic ways and all have a role in the final solution. Through collaboration leaders are able to accelerate change, work across overlapping institutions and jurisdictions, manage increasing complexity and integrate policies and resources.

MOPC uses proven collaborative methodologies, including mediation, consensus-building, public participation, and deliberative dialogue. As a neutral form, MOPC ensures that initiatives convened under its auspices adhere to best practices and principles for successful collaboration -- inclusiveness of participation, transparency of decision-making and shared responsibility for process and outcome. The office's core public functions include:

- Assessing, designing and facilitating collaborative processes
- Training and coaching public officials as sponsors and conveners



- Designing, implementing, evaluating, and securing funding for sustainable public programs
- Developing policy, building capacity and conducting research to institutionalize best practices
- Qualifying experienced neutrals and collaborative practitioners for service on public contracts

MOPC's enabling statute, G.L. Ch. 75, Section 46, sets forth specific legislative authority for MOPC to provide dispute resolution and related collaborative services to public entities. Public agencies engage MOPC through interdepartmental service agreements without the need to deploy a competitive procurement process. When MOPC receives requests to provide services, the office establishes a team to provide the requested service comprised of staff and affiliate practitioners who have been qualified to provide services on public contracts. In order to be able to respond to requests for services in a timely manner, MOPC maintains a pool of affiliates who have met qualification standards set by MOPC. Public agencies contract with MOPC, and in turn, MOPC contracts with selected affiliates as needed.

MOPC began in 1985 as the "Massachusetts Mediation Service," a pilot project within the Commonwealth's Executive Office for Administration and Finance funded in part from the National Institute for Dispute Resolution and the Boston Foundation. The office was formally established as a state agency in 1990 (G.L. Ch. 7, Section 51) under the name of the "Massachusetts Office of Dispute Resolution" (MODR). As one of the first state offices of dispute resolution in the country, the office pioneered the development of programs that evaluated and diverted to mediation a steady stream of disputes such as ones appealed to the state environmental agency over development near protected wetlands or civil disputes headed for trial in the Superior Court. To handle these cases MODR developed panels of skilled mediators selected through a rigorous evaluation process. From 1999 to 2003, the office worked with the Governor's Office and the Executive Office for Administration and Finance to issue and implement Executive Order #416: Integrating Dispute Resolution into State Government. Through this initiative, the office trained appointees within each state agency to evaluate and refer cases to alternative dispute resolution processes, and consulted with agencies in the development of alternative dispute resolution programs.



## MEMORANDUM

TO: Sharon Lynn, Town Manager, Town of Provincetown

FR: Susan Jeghelian, MOPC Executive Director  
John Goodrich, MOPC Senior Affiliate Facilitator

DT: November 6, 2013

**RE: MOPC Draft Scope of Services and Budget for Community Innovation Challenge Grant Submission**

The Massachusetts Office of Public Collaboration (MOPC) at the University of Massachusetts Boston is pleased to submit this Draft Scope of Services and Budget for a Community Innovation Challenge Grant (CIC) submission in response to a request from the Provincetown Town Manager upon the Board of Selectmen's determination that the Town would move forward with the recommendations set forth in MOPC's Initial Conflict Assessment Report on Policing Services presented on October 28, 2013.

A separate MOPC Proposal covers two of the report recommendations, which the Town will be funding at this time – Police Department Workplace Climate Assessment and Formation of a Civic Engagement Advisory Committee. For the other report recommendations, the Town will be applying for grant funding through the Commonwealth's Community Innovation Challenge Grant Program and other potential funding sources. This Draft Scope of Services and Budget covers the other report recommendations that would be implemented following the Police Department Workplace Climate Assessment and the Formation of a Civic Engagement Advisory Committee.

This Draft Scope of Services and Budget for the CIC grant submission is divided into four sections:

- I. Tasks that have already been completed by MOPC – summarizes the work to date.
- II. Tasks to be provided by MOPC that will be funded by the Town or a foundation – summarizes the work that will be undertaken if the Town approves the MOPC proposal that covers the two report recommendations and foundation support is secured for the training for the Advisory Committee.
- III. Tasks to be supported by the CIC grant – describes all of the tasks for which CIC grant support or other funding support will be sought. In addition to this scope of services and the budget in Section IV, the grant application will include the Town's program management services, the purpose of the grant, the expected benefits, innovative aspects of the proposal, potential applicability to other local governments, and the measures of success. The Board will need to sign a form that shows Town commitment for the proposed grant. MOPC will provide the Town with a letter of commitment as a state-entity partner for this grant proposal.
- IV. Proposed budget for MOPC partner tasks.

The MOPC Facilitation Team will work with the Town Administration, including the Town's Grant Administrator, to finalize the information for the submission of this CIC grant proposal, which is due no later than November 22<sup>nd</sup>, 2013.

## I. TASKS THAT HAVE ALREADY BEEN COMPLETED BY MOPC

### **Provincetown Policing Services Conflict Assessment Report & Process Recommendations**

In early August 2013, the Massachusetts Office of Public Collaboration at the University of Massachusetts Boston (MOPC) contacted the Town of Provincetown to offer assistance to the community in addressing contentious issues regarding police services. MOPC designed and facilitated a conflict intervention and public engagement process at a cost of \$10,000, funded by the Town, consisting of three steps:

- An initial conflict assessment, including an online survey that anyone in the community could respond to and 20 confidential interviews to frame the issues for discussion at a public forum.
- A public forum held September including opportunities for public comment and for participation in small group discussions facilitated by volunteers from Cape Mediation based in Orleans.
- A report, including process recommendations for addressing the police issues based upon the results of the conflict assessment, the forum, and the other confidential opportunities that were provided for public input. MOPC's Provincetown Policing Services Assessment Report is attached to this grant application.

Almost 600 people responded to the online survey during the nearly three-week period that it was available. The MOPC Facilitation Team used that information to frame the issues for the more than 100 attendees at the public forum held at the Provincetown Town Hall Auditorium. The information from the online survey and the confidential interviews conducted during the initial conflict assessment, as well as all of the information from the public forum process, was compiled by the MOPC Facilitation Team and summarized in the report. The summary of the public input showed that:

- The community is divided in its views on the role and level of policing.
- A substantial segment of the community has expressed their concerns about a wide range of policing issues, including leadership, interactions between the police and the community, the role and level of policing, and plans for a new police station.
- Many people have suggested ways to improve the interactions between the community and the police, as well as improving civic engagement within the town on important issues.

Based upon this information from the public, it seemed clear that the community would benefit from implementing the process recommendations included in the MOPC report as soon as possible so as to avoid a continuation of the divisiveness that has recently characterized the discussion of these issues and enable constructive dialogue and collaboration in reaching a resolution that best suits the community's needs. The process recommendations are as follows:

1. Conducting a Police Department Workplace Climate Assessment
2. Conducting a Town Government Assessment
3. Implementing Community Policing Pilot, and
4. Developing Ways of Enhancing Town-wide Civic Engagement

These process recommendations are designed to address the issues, concerns and suggestions from the public input. The police department workplace climate assessment can provide important inputs to both the town government assessment and the community policing pilot activities, while each of these can inform the broader and longer-term town-wide civic engagement process.

## II. TASKS TO BE PROVIDED BY MOPC THAT WILL BE FUNDED BY THE TOWN OR A FOUNDATION

### A. Police Department Workplace Climate Assessment

Conflict intervention issues identified by MOPC during the Initial Conflict Assessment phase include management issues within departments and between departments, the diverse views that people hold on town government including the police department, and how complaints and concerns are presently handled in the future by town government. The Police Department Workplace Climate Assessment would address those issues within the department, while a separate Town Government Assessment that has been recommended would address the broader town government issues that were described in the October 2013 Provincetown Policing Services Assessment Report prepared by MOPC.

This assessment would address the fourth allegation, disparity of discipline to union members by the police chief, in the letter from the Provincetown Police Labor Federation and the New England Police Benevolent Association and therefore complements the independent investigations that the Town has retained Marcum LLP to undertake. It would also complement the independent staffing analysis that is being conducted by MMA Consulting for the Town.

Assuming that the Town government approves funding for this task in November, the specific tasks to be undertaken by MOPC will include the following:

- Meet with the Acting Chief of the Police Department and the Union Representative to receive buy-in to the workplace climate assessment activities and agree on a timeline.
- Develop draft survey questions and finalize process.
- Schedule several days to be devoted to on-site in-person interviews of the Police Department employees.
- Conduct anonymous individual interviews with all members of the Department.
- Analyze data from the interviews to determine the overall workplace climate and working conditions, including the organizational structure, training, communication and policies, and identify any conflicts that may be contributing to communication breakdown, lack of clarity, and/or other possible barriers to successful collaboration and teamwork.
- Develop recommendations for improving the workplace climate, including specific intervention activities such as critical incident stress management debriefing support for police officers, trainings in conflict management for conflicts and community interactions, and facilitated problem-solving for addressing organizational community and structural issues.
- Prepare a comprehensive confidential assessment report with findings and recommendations; prepare a public summary of the workplace assessment.
- Present the Climate Assessment Report to the Town Manager and Board of Selectmen; present any personnel issues separately in an Executive Session rather than in a public session.
- Provide consultation and resources to the Town for carrying out recommendations from the Workplace Climate Assessment, such as training through Cape Mediation.

### B. Advisory Committee Selection and Convening

MOPC's Initial Conflict Assessment Report recommended that the Town of Provincetown form an Advisory Committee with broad community representation as a first step to develop trust in the process, promote on-going dialogue among those with a wide range of views, and serve to provide a regular forum for longer-term community discussions.

Assuming that the Town government approves funding for this task in November, the specific tasks to be undertaken by MOPC to form this civic engagement Advisory Committee will include the following:

- Design the role of the Advisory Committee and develop a timeline and set of procedures and criteria for a self-selection process to recruit community volunteers for the committee, adapted from guidelines used by MOPC for other similar processes.
- Recruit 3-5 people with a wide range of roles and views from the individuals interviewed for the initial conflict assessment to work with MOPC on the Advisory Committee selection process.
- Announce the Advisory Committee Selection Process through the posting notice on the Town's website, in local media, through local postings and other avenues.
- Conduct a community briefing about the role of the Advisory Committee, the selection process and how people can self-nominate to serve on the Committee.
- Collect self-nominations from interested individuals from the Provincetown community.
- Work with the 3-5 individuals recruited to help MOPC to review and screen the self-nominations against the selection criteria to identify a well-balanced group of community members to serve on the committee, with a total number of no more than fifteen. The goal is to form a committee that will reflect the make up of the community as well as all of the interests surrounding the issues.
- Notify nominees about the outcome of the Advisory Committee formation process.
- Invite the selected Advisory Committee members to attend an orientation/training session to be conducted by MOPC in partnership with Cape Mediation as a part of the task outlined below.

### **C. Advisory Committee Training**

The Town of Provincetown and MOPC will seek funding from the Cape Cod Foundation to fund this task. The Foundation has funded other Cape Mediation training programs. Once funding has been secured, Cape Mediation and MOPC will provide coaching and training for the Advisory Committee as soon as it has been selected and convened to help them to work well together from the very beginning so that the community can see immediate value from the formation of this committee. It is anticipated that this training will occur at a one day off-site retreat.

The specific tasks to be undertaken by MOPC for the initial orientation/training of this civic engagement Advisory Committee would include:

- Coaching on how to manage expectations as to their role and the goals of this collaborative process, including the role they can assume of building trust, coaching and training others in the benefits of collaborative governance.
- Coaching for how to build rapport and communicate with transparency both within the committee and externally to those with interests that they represent so as to build broad trust in this committee within the community.
- Ensuring that they are fully informed about the history, the issues, and models that have been used successfully in other communities to deal with civic engagement on similar community based issues.
- Conflict intervention and collaborative negotiation skills training, including and not limited to how to manage differences and resolve conflicts that may occur within the committee and how to identify and discuss personal biases, whether hidden or explicit.

### **III. TASKS TO BE SUPPORTED BY THE COMMUNITY INNOVATION CHALLENGE GRANT**

#### **1. Town Government Assessment**

Conflict intervention issues identified by MOPC during the Initial Conflict Assessment phase included management issues within departments and between departments, the diverse views that people hold on town government including the police department, and how complaints and concerns are presently handled in the future by town government. The Police Department Workplace Climate Assessment to be funded by the Town will address those issues within the department, while this Town Government Assessment is designed to address the broader town government issues, which include management issues within departments and between departments and town boards, the diverse views on town leaders, how complaints and concerns are handled by town government, and how town government works through difficult issues and reaches decisions.

The specific tasks to be undertaken by MOPC include:

- MOPC to identify 25-30 people to interview confidentially, with input from the advisory committee as to the roles that need to be included.
- Conduct anonymous interviews with town department heads and other employees, and with members of town boards and committees, including departments that regularly interact with the police department.
- Determine the overall town government workplace climate and identify any conflicts that may be contributing to communication breakdown, lack of clarity, and/or other possible barriers to successful collaboration and teamwork between departments, the administration and town boards, and between town boards and committees.
- Where conflicts or lack of clarity or effective communication are found to exist, provide recommendations for improving the town government workplace climate, including specific intervention activities such as mediation or training in dispute resolution for role conflicts and facilitated problem-solving for addressing organizational, community and structural issues that are identified.
- Prepare an assessment report and public summary of the assessment; if there are personnel issues that need to be addressed in an Executive Session rather than in a public session, these will be presented separately.

#### **2. Workplace Intervention and Conflict Resolution Training**

Specific needs will be identified during both the police department and town government assessments for workplace intervention and conflict resolution training for Town officials and employees.

This task will include:

- MOPC and Cape Mediation trainings for workplace conflict resolution and facilitation of collaborative problem-solving, adapted as appropriate from standard training courses that they regularly offer.
- Consultation on other professional assistance for members of the police department and/or other town government employees or officials, as identified during either the Police Department Workplace Climate Assessment or the Town Government Assessment. This may include critical stress management for some members of the police department.

#### **3. Sustainable Dialogue Coaching**

The sustainable dialogue coaching would build upon the initial training that the Advisory Committee will have received at the time that they are convened, which is expected to be in February 2014. This coaching will

prepare the committee to be effective leaders and advisors for the community policing pilot program, the town-wide civic engagement efforts, and the community's use of the online engagement tools.

"Sustained Dialogue" is a specific civic engagement process that is designed to rebuild trust when groups are polarized, there are clear divisions in a community and there is a need to repair relationships before the community, including their town officials and leaders, can work together effectively in the future. Specific tasks to be undertaken by MOPC include:

- Work with the Advisory Committee to coach them on trust building and relationship repairing.
- Assist the Committee to select co-leaders who represent very different viewpoints and coach them on the side on how to work together to lead the Committee discussions.
- Provide assistance to the Committee as needed so they can model this approach with other groups that may form in the community, or with other existing committees.

#### **4. Community Policing Pilot Program**

As a result of a number of recent decisions, the community is undertaking or considering several important steps that can improve the interactions between the community and the police department. These include:

- Reinstating a police department community-oriented policing initiative; such a program existed for nine years in the 1990s.
- Formalizing the creation of a Community-Police Complaint Review Board at the April 2014 Town Meeting.

Therefore, recommendations for the community-policing pilot focused on MOPC's providing process management assistance for convening, training and moderating. Ensuring that any steps that the police and the community take together are undertaken carefully and in a well-planned and coordinated way will help to ensure the success of the programs. Specific tasks to be undertaken by MOPC include:

- Assist the Advisory Committee and/or any community policing committee that may be formed with convening, developing a plan for the program, training meeting moderators, and facilitating meetings so as to achieve the goals of (i) improved interactions between police and the community, (ii) police officers learning about the community and the community learning about the policing, and (iii) events involving the police officers with the community.
- Work with the Advisory Committee and/or any community policing committee that is formed to ensure coordination with other activities that the town undertakes, including the tasks set forth in Section 5 below.

#### **5. Town-Wide Civic Engagement and Capacity Building**

The benefits that result from implementing the other process recommendations can help to inform this broader and longer-term town-wide civic engagement process. The police department workplace climate assessment can provide important inputs to both the town government assessment and the community policing pilot activities, while each of these can inform the broader and longer-term town-wide civic engagement process. Members of the civic engagement Advisory Committee can become trusted community leaders with a greater understanding of the issues including the trade-offs and can serve as neutral facilitators and moderators of community meeting and deliberative dialogues that frame and discuss a range of community issues and promote sharing of personal experiences to inform the deliberation and search for common ground. Specific tasks to be undertaken by MOPC with the Advisory Committee include:

- Training and Coaching of Dialogue Moderators and Meeting Facilitators  
Assist Advisory Committee and others as needed with convening, moderator training, and facilitation of meetings  
  
Coach Advisory Committee members in how to plan and lead smaller group discussions with those who share and do not share their views so as to promote broader on-going communication and trust building
- Public Forums  
Plan and facilitate additional public forums to include table discussions similar to the September Public Forum, with the addition of live polling to further engage the community in discussion of the issues.
- Online Surveys  
Design and conduct additional online surveys similar to the one conducted by MOPC in August 2013 during both peak season and off-season periods so as to engage the entire community, including seasonal residents and visitors.
- Art & Dialogue  
Work with the Advisory Committee and/or an ad hoc committee of volunteers to plan and lead a series of both smaller group and large group events for a public participatory project involving art, storytelling and dialogue, culminating in a public celebration. This Art & Dialogue would be designed to share all of the cultural perspectives of the community, including how they influence the views of community members on important public issues and decisions. Such an art and dialogue project should be particularly successful in Provincetown, given its large art community and history of art related events. This could be modeled on a recent “Respect” Art & Dialogue involving 450 students at Franklin Pierce University in New Hampshire.

## **6. Online Engagement and Collaborative Budgeting**

As part of the efforts to improve civility and build civic engagement capacity in the Provincetown community, MOPC would provide services that would involve working with the Advisory Committee and others to adapt, implement and train the community in the use of online engagement tools to facilitate civil social media communication.

A number of deliberative democracy organizations and academic institutions have been working on developing and piloting technology that has the potential to be used to involve a broad spectrum of community participants in facilitated online engagement platforms. As online discussions becomes an increasingly important way for members of a community to express their concerns and differing viewpoints, the need to improve the quality of online deliberations on contentious issues will also become more important. Some of the specific tasks to be undertaken by MOPC would include:

- Moderated Online Discussion of Issues

Build on and adapt moderated online public engagement tools that have been developed and pilot-tested by Idealogue, Inc. for use in public engagement situations that include an online forum for deliberating on selected topics. Their “Medium” platform, when used in conjunction with traditional face-to-face dialogue processes, allows deeper exploration of complex topics such as exist in Provincetown through deliberative dialogue. The new “slider tool” that they have developed adds the ability for online opinion gathering and issue polling that can be used in conjunction with dialogues.

The important add-on feature that has been piloted at the University of Massachusetts Amherst and would be modified for use in Provincetown includes a “facilitator dashboard” participation model that allows a trained facilitator to moderate the direction of the conversation as needed so that



contentious issues can be discussed in a more civil manner. A real-time text data analysis feature allows for evaluation of the effectiveness of the process and the use of the tools.

These tools can be implemented for Provincetown in steps, starting with the use of the opinion slider linked to the Town's website and/or to existing blogs so as to get initial opinions of potential participants who would then join the dialogue site, which can include a number of features such as storytelling, comments about the dialogue, and the use of both open and closed dialogue groups. Users can be guided in how to use the easier tools available on the Medium dialogue platform first, with instruction on the use of the other tools to follow later for those who are most interested in these tools. The more advanced dashboard tool is designed to allow a trained moderator to review the dialogue in real time to flag inappropriate conversations and to suggest ways to improve the online discussions.

Because these innovative state-of-the-art tools have not been used before outside of University or other research and pilot testing situations, the MOPC Facilitation Team will work closely with Tom Murray from the University of Massachusetts Amherst faculty and Noam Shore of Idealogue on the customization and user training for these online engagement tools to ensure that the appropriate tools are implemented to meet Provincetown's needs.

- Online Collaborative Budgeting  
Build on and adapt online participatory and collaborative budgeting tools developed for other municipalities and pilot them for Provincetown using budget line item and capital improvement options generated from the above town government assessment, community policing, and civic engagement tasks.
- Online evaluation of budgeting and capital planning options  
Use online surveys and the moderated online discussions to evaluate effectiveness of these tools before and after a fall 2014 Special Town Meeting and/or other major community event that involves discussion and decisions for budgetary and/or capital planning options.
- Recommend how the Town can build these processes into its budgeting process  
Based upon the use of these online engagement tools and the evaluation of their effectiveness in improving budgetary and capital planning decisions, recommend how these processes should be built into the FY16 budget development and approval process.
- Training of moderators and facilitators in the use of the online tools  
MOPC in collaboration with Noam Shore of Idealogue and Tom Murray, faculty at UMass Amherst, would train facilitators and community members in the use of these tools so that the town could continue to use them for moderated online discussion and collaborative budgeting in the future.

## **7. Program Evaluation and Reporting**

As is the office's customary practice, MOPC will be undertaking a formal evaluation of each of the above tasks to include documenting outcomes compared to program goals for innovation, sustainability, ability to replicate for other communities, and measures of success for either budget line item or capital improvement cost savings and/or financial benefits. Given the focus on online engagement for this process, data for the evaluation will be gathered through a structured end-of-process survey administered online in order to collect community feedback on the various components of the process. This information will be included in the report that the Town of Provincetown will be submitting to fulfill the requirements of grant program funding.

**IV. PROPOSED BUDGET FOR MOPC PARTNER TASKS**

Task 1. Town Government Assessment	\$ 17,000
Task 2. Workplace Intervention and Conflict Resolution Training	\$ 5,000
Task 3. Sustainable Dialogue Coaching	\$ 8,000
Task 4. Community Policing Pilot Program	\$ 5,000
Task 5. Town-Wide Civic Engagement and Capacity Building	\$ 22,500
Task 6. Online Engagement and Collaborative Budgeting	\$ 40,000
Task 7. Program Evaluation and Reporting	\$ 2,500

**Proposed Budget/Flat Fee to MOPC\*: \$100,000**

*\*Proposed budget includes MOPC facilitators @\$150.00/hour; this is a discounted hourly rate from MOPC's standard \$175.00/hour rate for facilitation and training services. The MOPC Executive Director's time will be provided as an in-kind contribution.*

*The budget for Task 6 includes the \$25,000 estimated cost for customizing and training for the online engagement tools by Idealogue and University of Massachusetts Amherst under the direction of MOPC. Since the tools utilize open source software, there is no fee associated with using these tools.*

*The flat fee includes allowance for travel expenses and the standard 15% F&A indirect cost recovery for facilities and administrative costs to the University of Massachusetts Boston in support of this sponsored project.*