

**RESPONSE TO  
INVITATION FOR BIDS**

**TOWNS OF DALTON AND HINSDALE, MA  
POLICE REGIONALIZATION PLAN**

**Prepared by:**  
**Municipal Resources, Inc.**  
**66 Main Street, Suite B**  
**Plymouth, NH 03264**  
**603-279-0352**  
[all@mrigov.com](mailto:all@mrigov.com)



# ***PROPOSAL***



Municipal  
Resources  
Inc.

66 Main Street, Suite B  
Plymouth, NH 03264

119 International Drive  
Portsmouth, NH 03801



Telephone: (603) 279-0352  
Toll Free: (866) 501-0352

[www.mrigov.com](http://www.mrigov.com)  
[all@mrigov.com](mailto:all@mrigov.com)

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**TOWNS OF DALTON AND HINSDALE, MA  
POLICE REGIONALIZATION PLAN**

**BACKGROUND**

The Towns of Dalton and Hinsdale, Massachusetts wish to retain a qualified consultant to identify, analyze, assess, and make recommendations about potential models of governance, management, and administration of shared/collaborative law enforcement service organization within their adjoining communities.

**MUNICIPAL RESOURCES EXPERIENCE**

Municipal Resources, Inc. is a New Hampshire based corporation with national consulting experience having provided services to clients from the northernmost corner of Maine to as far west as Colorado. However, our focus and expertise are New England based, which we feel is a distinct advantage; we are intimately familiar with New England local government forms, cultures and issues, and pride ourselves on our ability to place our recommendations for change in a context appropriate to New England local government.

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. Our clients have come to expect Municipal Resources to provide for whatever they need, and we fulfill their expectations.

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.

Among the areas of expertise available are department assessments, organizational studies, personnel recruitment, personnel administration, collective bargaining, 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.

We want to help solve problems and provide solutions 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 help local leaders develop and execute plans that best meet their community's needs, given the resources available.

### **OUR APPROACH**

Our approach to every assignment is to help solve problems and provide realistic solutions for future success. Our market focus is New England based and we are intimately familiar with local government forms, culture, and issues. We work hard to gain an understanding of a community's past events, community character, and values in order to build a framework for future success. We make recommendations in a context that always reflects the characteristics and needs of the New England communities we serve.

### **EXPERIENCE**

Over thirty years, Municipal Resources, Inc. has emerged as a leader in supporting municipal efforts to work smarter and improve efficiency and sustainability through intermunicipal cooperation, collaboration and sharing of services, facilities, and equipment in all facets of municipal service delivery.



We have been engaged by hundreds of northeast communities to help address organizational and operational challenges associated with public safety services management and delivery. Of particular relevance to this potential assignment includes projects that focused on cross-community/multijurisdictional initiatives - a few examples include:

- A comprehensive study of total service consolidation between the Towns of Wendell and New Salem, MA
- Establishment of an intermunicipal agreement for provision of public safety services between the Towns of Wakefield and Brookfield, NH
- Study to improve cooperation for delivery of fire/rescue services between the City and Township in St. Albans, MA
- Analysis of potential consolidation and shared services for Old Town, ME
- Regional dispatch and an alternative police services analysis in Devens, MA
- Facilitation of a shared public safety dispatch relationship between Windsor and Hartford, MA
- Development of a plan for consolidation of fire/rescue and EMS services in Hopkinton and Ashland, MA
- A comprehensive study of total service consolidation between the Towns of Mexico and Rumford, ME.

### **Similar Services In Other Communities**

MRI has completed a significant number of similar projects in the Commonwealth. Four recent examples of similar projects are listed here. A complete client and reference list for police-related work can be found in **Appendix A**.

**Abington, MA**

Police Management and Operations Assessment 2020

Scott Lambiase, Town Manager

Town of Abington

500 Gliniewicz Way

Abington, MA 02351

781-982-2100

**Saugus, MA**

Police Operational Study 2019

Scott C. Crabtree, Esq., City Manager

City of Saugus

298 Central Street, Suite 1

Saugus, MA 01906

(781) 231-4111

**Foxborough, MA**

Public Safety Study (Police and Fire) 2019

Police Operational Study 2016

William Keegan, Jr., City Manager

City of Foxborough

40 South Street

Foxborough, MA 02035

(508) 543-1219

**Carver, MA**

Police Operational Study 2017

Michael Milanoski, City Administrator

108 Main Street

Carver, MA 02330

(508) 866-3401

## THE PROJECT TEAM

We propose a team of three senior police consultants and one project manager along with one administrative support team member. Each member of the team has greater than twenty years providing assessments and audits throughout the United States. In addition to the project team, MRI has a wide range of consultants and contacts throughout the industry to call upon if needed.

We believe that Municipal Resources has the best collection of talent that any consultant can produce at any price. Generally, our consultants are current or recently retired practitioners in their field. They have held or hold positions at or near the top in their respective fields. All are previous veterans of consulting assignments. They have Regional, and in some cases, National reputations. We believe this team has the ability to provide your organization with a full range of services necessary to successfully address your current needs.

Project Manager and Team Member profiles are found in **Appendix B**.



## TIMELINE

TASK	WEEK #											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Preliminary Meetings And Data Collection</b>												
Data/document request to towns/departments	█	█										
Data/document receipt by MRI		█	█									
Meeting with boards of selectmen, town manager and town administrator		█	█									
Meetings with chiefs of police, department command staffs and employees		█	█									
Meeting with key community stakeholders		█	█									
Facilities and capital property tour/review/observation		█	█									
<b>Additional Data Requests and Review of Documents</b>												
Review and assess documents			█	█	█	█	█	█	█	█		
Conduct phone interviews, as applicable			█	█	█	█	█	█	█	█		
<b>Mid-Project Updates</b>												
Meeting with boards of selectmen						█	█	█				
Meetings with chiefs of police and department command staffs						█	█	█				
Meeting with key stakeholders						█	█	█				
<b>Deliverables</b>												
Draft report to town manager and administrator for review and comment										█		
Comments returned to MRI											█	
Report finalized												█
Presentation of findings to elected/appointed officials, department staffs, and key community stakeholders												█





## SCOPE OF WORK

This study, which shall explore opportunities to increase cost-effective, efficient public safety services to the residents of the Towns of Hinsdale and Dalton, Massachusetts, shall include the following elements (which reflect and mirror those that appear in the IFB with some modifications for clarity):

### **Research**

1. Identify and collect an inventory of agreements for consolidated police services in similar communities in the Commonwealth and/or New England.
2. Summarize the comparable communities and agreements in a table of easily understood terms, including but not limited to the populations, staffing levels, and organizational structures.

### **Analysis**

1. Identify, assess, and explain the advantages and disadvantages of forming one regional police department to serve the Towns that shall provide comparable services (including, but not limited to, general police services, routine patrols, traffic enforcement, and criminal investigations), to the Towns taking into consideration factors such as population, land area, miles of roadway, identifiable risks/needs, and other applicable factors, and make recommendations that will provide for equity, accountability, transparency, customer service, responsiveness, and sustainability through effective governance and communication, reporting, and tracking of assets and services allocated to each Town.
2. Explore, assess, and explain the advantages and disadvantages of consolidating police services between the Towns. Identify significant potential impediments to successful implementation.
3. Identification, analysis, and explanation of the short-term and long-term costs, both operating and capital (including facilities, equipment, and vehicles) of consolidating police services.

4. Comparative explanation of the total cost (short-term and long-term) of maintaining the current police services structures, organizations, and departments independently in each Town.
5. Explore, assess, and explain options related to the overall organizational structure; management, and administration; funding and related funding formulas; and governance of alternative models of consolidated/cooperative management and service delivery structures between the Towns.
6. Identify and explain the legislative, legal, organizational, and cultural hindrances that may limit or inhibit the ability of the Towns to pursue various alternative consolidated approaches to police services.
7. Inventory and document assets currently dedicated to providing police services (including, but not limited to, vehicles, equipment, and facilities) owned by the Town of Hinsdale and the Town of Dalton.
8. Identify current sworn and non-sworn personnel and identify/characterize individual levels of training, certifications, length of service, roles and responsibilities within their respective organizations, and address likely succession issues.
9. Identify, evaluate, and explain the start-up costs, on-going operating costs, personnel needs, and capital costs associated with creating a regional police department.
10. Identify, assess, and explain the advantages, disadvantages, challenges, and costs associated with providing year 'round, 24-hour police coverage to the Towns as part of a regional police department.
11. Identify, assess, and explain opportunities to cooperate, collaborate or consolidate in order to create efficiencies, increase services/responsiveness, and provide for greater safety, potential advancement, skills enhancement/specialization, and increased training opportunities for current and future members of a consolidated police department.
12. Identify, assess, and explain the advantages of greater collaboration/cooperation for emergency management, including the viability of a central emergency operations center (EOC), central information collection and dissemination system, a common

planning process, and greater opportunities to employ the unified command structure as described in the National Incident Management System (NIMS).

## **Report and Recommendations**

1. The consultant will address any other matters germane to this police consolidation study as defined in our initial kick-off meeting with the officials of the Towns or which may become apparent as the engagement progresses, but not otherwise contained in the IFB, as mutually agreed upon.
2. The consultant will produce a final report that includes necessary data and facts, presents clear, understandable conclusions, and provides concrete implementable recommendations to the Selectboards of the Towns, based on Items 1 through 15, above, and the IFB issued by the Towns.

### **PLAN OF SERVICE**

This study will provide a comprehensive review of the manner in which police services are provided within the communities with an eye towards how they might be otherwise organized, structured, and managed to avoid cost or duplication and redundancy, maintain or improve the responsiveness and quality of services, and ensure long-term sustainability. Using this review as a basis, MRI will make recommendations for organizational, operational, or structural improvements that take into consideration the current and future financial ability of the communities and likely long-term service demands. We will suggest modifications to the delivery systems intended to provide optimum service to both communities and address the adequacy of physical facilities and equipment to meet the long-term public safety needs of the communities.

Emphasis will be placed on the following:

1. **Current and Alternative Organizational Structures and Governance models:** we will document existing conditions and present alternative models for consideration.
2. **Internal Communication and Cross Functionality:** we will evaluate the working of current independent operations, assessing management teams, communications, scheduling, and adequacy of staffing to accomplish goals. We will evaluate the

administration of each unit and make observations regarding efficiency and effectiveness.

3. Organizational, Managerial, and Operational Practices: we will review, compare and contrast existing general orders, standard operating guidelines, policies, rules, and regulations in relation to Federal and State requirements or guidelines, in relation to contemporary “best” practices and procedures, and in relation to those of the counterpart organization.
4. Strategic and Capital Planning, Budgeting: we will review planning processes and the current procedures employed for establishing budgets. This will include reviewing the Master Plan and any Capital Plan for both communities.
5. Facilities: we will assess the adequacy of the existing facilities for current and projected uses, and make recommendations for changes, if any, in size, location, and/or configuration of the facility.
6. Staffing: we will assess the staffing levels, deployment, work scheduling, and equipment compared to service level demands, safety issues, and quality of service expectations.
7. Communities: we will identify major issues and concerns of the communities regarding the operations of the various public safety entities, seek to achieve an understanding and appreciation of the values and “personality” of the communities and the local government and understand, to the extent possible, the community’s needs, wants, and desires with regard to police services in the future.
8. Risk: we will identify potential areas of risk exposure/liability and make recommendations to most effectively prepare for and/or reduce the exposures.

Our approach requires intensive involvement within the communities, and will include securing input from elected officials, appointed officials, the Chiefs of Police, police department employees, representatives of various municipal boards and committees, and a number of residents and businesses, as well as representatives from mutual aid partner communities.

We will communicate with the Town Officials on a regular basis and utilize their local knowledge and understanding to help focus direction, identify potentially sensitive issues, and help select a cross-section of both communities to participate in focus group discussions as the project progresses. Toward that end, both communities should identify a specific point of contact for liaison with the MRI team.

The work will be completed through various approaches broadly outlined below:

### Meetings and Interviews

Much of this assignment will be completed through observation, inspection, and face-to-face discussions and interviewing during on-site visits by our project team. The team will spend an extensive amount of time on-site touring the communities, inspecting facilities, equipment, and records, conducting interviews and engaging in discussions in order to identify strengths, weaknesses, opportunities, and threats, and issues to gain an understanding and appreciation of the most prevalent current and likely future demands on police services.

The team will spend time with the key personnel in the Towns to gain an understanding of the organizational, operational, and management systems and approaches currently in place, and then compare and contrast the current structures against contemporary practice and convention.

We will engage key stakeholders in discussions about the current system and structure to identify any concerns or areas requiring special focus and to gather thoughts and ideas about areas of potential improvement. We will ensure that employees have an opportunity to provide input and offer comments and suggestions regarding current and potential services and organizational structures.

Once we have developed preliminary conclusions about the best and most viable models of organization, management, and delivery for the future of police services in Dalton and Hinsdale, we will meet with the Boards of Selectmen, Department Representatives, and other key stakeholders for a presentation of our ideas and recommendations, and answer questions.

## **Programmed Meeting Schedule**

1. The team will schedule introductory meeting(s) with elected officials from both town governments, existing police service providers and the communities at the outset of this project.
2. The team will schedule update meeting(s) with elected officials from both town governments, existing police service providers and the communities at the approximate mid-point of this project.
3. The team will schedule one meeting with elected officials and appointed officials from both town governments, existing police service providers and the communities at the conclusion of this project to present findings and recommendations.

## **Document/Data Review**

A thorough understanding of relevant data is essential to creating a framework to develop the understanding of problems, issues, opportunities, and challenges necessary to develop successful/realistic suggestions and recommendations. MRI works in partnership with the community to pull together necessary data for analysis. We ask each Town/Department to provide as much operational data as they have available in an effort to reduce the amount of time we need to invest in data collection. It is our goal to assemble, organize, and analyze sufficient data up front so that each of our team members can become familiar with the operations, organizations, and communities, enabling them to “hit the ground running.”

Some of the information we hope to gather quickly after the start of the engagement:

1. Copies of annual reports and budget proposals for the current and previous three years.
2. A detailed copy of each departmental operating budget along with the support detail for the current and previous three years.
3. A copy of each Town’s Personnel Policy along with all Operating Rules, Regulations, Standard Operating Procedures/Guidelines, and Organizational Charts for each department.

4. Current wage scales and listing of benefits of all employees. If collective bargaining agreements exist, copies of each controlling document will be needed.
5. Job descriptions for all employees and copies of departmental work schedules.
6. Tables of organization and a list of the authorized versus current staffing for each department.
7. Maps of police patrol areas; any special operating districts in either community that may change during instances of emergency management.
8. Copies of Police Department Uniform Crime Report (UCR/NIBRS) and Traffic Accident Rate data for the past three years.
9. Access to citizen complaints received regarding any of the various operations of the Departments during the past three years. MRI will review the complaints to identify potential trends but will not remove unredacted file copies from either police facility, as applicable.
11. A detailed narrative relative to any on duty death or injury of any police officer during the last three years.
13. Copies of any Inter-Municipal Agreements or Mutual Aid agreements with any other communities or public entities not included in this study.
14. A list of any lawsuits pending against either community/police department, if any.
15. A copy of each community's emergency management plan(s).
16. Dispatch records and operating logs showing calls for service, work activity, and workload projection.
17. Demographic information regarding each of the communities and the county.

19. Copies of past studies/reports that have relevance to the purpose of this engagement.
20. Such additional information as may be determined necessary as the study proceeds.

### **Report Generation – Preliminary and Final**

Upon completion of the work outlined above, MRI will prepare a draft report that includes necessary data and facts, presents clear, understandable conclusions, and provides concrete implementable recommendations to the Selectboards of the Towns.

One hard copy of this draft report shall be provided to each Town Manager/Administrator for distribution, as they deem appropriate. Review of this report is intended to allow key personnel the opportunity to review the document for accuracy, clarity, and facilitate a brief comment period. After receiving the comments and advice of the appropriate local officials, MRI will prepare and deliver two copies of the final report to each Town Manager/Administrator, and one copy electronically, in PDF format.

MRI will present the findings and recommendations to a joint meeting of the Selectboards at a mutually agreeable time and date.

At a minimum, all recommendations will be consistent with generally accepted law enforcement and police service standards established by the Massachusetts Police Accreditation Commission, and the Commission on Accreditation for Law Enforcement Agencies, Inc., federal and state regulatory administrative standards/laws, as applicable.



## FEES

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 **\$24,750.00**, payments to be made as follows:

1. **\$5,000.00** to be invoiced upon initial request for documents and information from the town;
2. **\$5,000.00** to be invoiced upon completion of the scheduled update meeting;
3. **\$14,750.00** to be invoiced upon submission of the final report and presentation.

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.

All communications related to this proposal should be directed to the undersigned.

### **CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

### **TAX COMPLIANCE CERTIFICATION**

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

RESPECTFULLY SUBMITTED,

MUNICIPAL RESOURCES, INC.



Sean F. Kelly, Director of Police Services  
66 Main Street, Suite B  
Plymouth, NH 03264  
(603) 279-0352, x-321 or (207) 459-6435 Cell  
[skelly@mrigov.com](mailto:skelly@mrigov.com)

# ***APPENDIX A***



**Municipal  
Resources  
Inc.**

**MUNICIPAL RESOURCES, INC.**  
**POLICE REFERENCE LIST**

**CONNECTICUT**

**Tolland, CT**

Police Study 2017  
Steven R. Werbner  
Town Manager  
21 Tolland Green  
Tolland, CT 06084  
(860) 871-3600

**DELAWARE**

**University of Delaware**

Campus Security Assessment 2003  
Patrick T. Harker, President  
124 Hillihen Hall  
Newark, DE 19716  
(302) 831-2792

**MAINE**

**Gardiner, ME**

Police; Fire/Ambulance; Public Works; and Library Study 2015  
Scott Morelli, City Manager  
6 Church Street  
Gardiner, ME 04345  
207-582-4460

**Kennebunk, ME**

Police Union Negotiations 2016  
Barry Tibbetts, Town Manager  
One Summer Street  
Kennebunk, ME 04043  
(207) 985-2102

**Kittery, ME**

Police Chief Background Check 2016  
Administrative Inquiry 2012  
Town Council  
200 Rogers Road  
Kittery, ME 03904  
(207) 439-0452

**Presque Isle, ME**

Organizational Study 2011  
James Bennett, former City Manager  
205 Main Street  
Biddeford, ME 04005  
(207) 571-0700

**Rockport, ME**

Police Internal Investigation 2016  
Melissa Hewey, Esquire  
Drummond Woodsum  
84 Marginal Way, Suite 600  
Portland, ME 04101  
(207) 253-0528

**South Portland, ME**

Police Chief Assessment 2021  
Stephanie Weaver, Director of HR  
City of South Portland  
25 Cottage Road  
South Portland, ME 04106  
(207) 767-7667

**Southern Maine Community College**

Campus Safety Study 2008  
Ronald G. Cantor, Ph.D., President  
2 Fort Road  
South Portland, ME 04106  
(207) 741-5500

**Westbrook, ME**

Policy Update and Development 2020  
Chief Janine Roberts  
570 Main Street  
Westbrook, Maine (207) 854-0644

**MASSACHUSETTS**

**Abington, MA**

Police Study 2020  
Richard J. LaFond, Town Manager  
Town of Abington  
500 Gliniewicz Way  
Abington, MA 02351

**Andover, MA**

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

**Ashland, MA**

Evidence Process Review and  
Inventory 2013  
Ashland Police Department  
137 Main Street  
Ashland, MA 01721  
(508) 881-1212, x-11

**Assumption College**

Worcester, MA  
Public Safety Director 2013  
Peter Wells  
Executive VP and Treasurer  
Finance Office  
500 Salisbury Street  
Worcester, MA 01609  
(508) 767-7424

**MASSACHUSETTS - CONTINUED**

**Berlin, MA**

Police Chief Recruitment 2021  
Public Safety Study 2015  
Thomas Andrew, Chairman  
Berlin Board of Selectmen  
23 Linden Street  
Berlin, MA 01503  
(978) 838-2442

**Beverly, MA**

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

**Beverly, MA**

Public Safety Dispatch Study 2017  
John G. LeLacheur, Chief  
Beverly Police Department  
(978) 921-6040  
Paul Cotter, Chief  
Beverly Fire Department  
(978) 922-2424

**Cambridge, MA**

Review of Internal 2020  
Cambridge Police Department  
Branville G. Bard, Jr.  
Police Commissioner  
125 Sixth Street  
Cambridge, MA 02142

**Carver, MA**

Police Study 2017  
Michael Milanoski, Town Administrator  
108 Main Street  
Carver, MA 02330  
(508) 866-3401

**Chicopee, MA**

Fire and Police Job Descriptions 2017  
Richard Kos, Mayor  
City of Chicopee  
17 Springfield Street  
Chicopee, MA 01013  
(413) 594-1619

**Concord, MA**

Police Lieutenant Assessment Ctr. 2015  
Police Chief Recruitment and  
Assessment Center 2014  
Christopher Whelan, Town Manager  
PO Box 535  
22 Monument Square  
Concord, MA 01742  
(978) 318-3000

**Danvers, MA**

(Danvers, Hamilton & Manchester)  
Regional Dispatch Study 2017  
Steve Bartha, Town Manager  
One Sylvan Street  
Danvers, MA 01923  
(978) 777-0001  
Municipal Resources, Inc.  
Police Reference List

**Dartmouth, MA**

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

**Dedham, MA**

Deputy Police Chief Assessment Center 2017  
Police Job Task Analysis 2016  
Police Department Mentoring 2015  
Public Safety Study 2013  
Police Dept. Data Analysis 2011  
Nancy Baker, Interim Town Administrator  
26 Bryant Street  
Dedham, MA 02026  
(781) 751-9100

**Dracut, MA**

Risk Management Assessment 2016  
James A. Duggan, Town Manager  
Town of Dracut  
62 Arlington Street  
Dracut, MA 01826  
(978) 452-1227

**East Longmeadow, MA**

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

**Foxborough, MA**

Public Safety Study 2019  
Police Study 2016  
William Keegan, Jr., Town Manager  
Town of Foxborough  
40 South Street  
Foxborough, MA 02035  
(508) 543-1219

**Framingham, MA**

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

**Gloucester, MA**

Police Compliance Review 2016  
Public Safety Study 2009  
Sefatia Romeo-Theken, Mayor  
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



**MASSACHUSETTS - CONTINUED**

**Hamilton, MA**

Background Check DPW Director 2016  
Regional Dispatch Study 2016  
(Hamilton, Ipswich & Manchester)  
Michael Lombardo  
Town Manager  
Hamilton Town Hall  
577 Bay Road  
Hamilton, MA 01936  
(978) 468-5570

**Haverhill, MA**

Police Chief Recruitment 2021  
James J. Fiorentini, Mayor  
City of Haverhill  
4 Summer Street  
Haverhill, MA 01830

**Hubbardston, MA**

Police Chief Recruitment 2005  
Dennis Perron, Police Chief  
Hubbardston, MA 01452-0206  
(978) 928-1405

**Ipswich, MA**

Regional Dispatch Study 2016  
(Hamilton, Ipswich & Manchester)  
Michael Lombardo  
Town Manager  
Hamilton Town Hall  
577 Bay Road  
Hamilton, MA 01936  
(978) 468-5570

**Leverett, MA**

Police Study 2020  
Marjorie McGinnis, Town Administrator  
Town of Leverett  
PO Box 300  
Leverett, MA 01054

**Longmeadow, MA**

Police Professional Development Assessment  
Center 2015  
Stephen J. Crane, Town Manager  
20 Williams Street  
Longmeadow, MA 01106  
(413) 565-4100

**Manchester-by-the-Sea, MA**

Police Chief Recruitment & Assessment Ctr. 2016  
Fire Chief Recruitment & Assessment Ctr. 2016  
Regional Dispatch Study 2016  
Interim Police Chief 2007  
Professional Panel Interview for  
Police Chief Recruitment 2007  
Gregory Federspiel, Town Administrator  
Town of Manchester-By-The-Sea  
10 Central Street  
Manchester-By-The-Sea, MA 01944-1399  
(978) 261-7498

**Marlborough, MA**

Police Chief Assessment Center 2017  
David Brumby, Human Resources Director  
140 Main Street  
Marlborough, MA 01752  
(508) 460-3770

**MassDevelopment – Devens**

Assistance w/ Police Services RFP 2012  
Police Services Analysis 2010  
Fire Study 2015  
Dispatch Study Update 2009  
Emergency Planning Exercise 2005  
Fire Lt. Assessment Center 2005  
Dispatch Study 2005  
Emergency Operations Center 2005  
Devens Fire Department  
104 MacArthur Avenue  
Devens, MA 01432  
(978) 772-4600

**Mendon, MA**

Police Sgt & Lt Assessment 2020  
Police Officer Entry Level Assess. Center 2018  
David H. Kurczyk, Chief of Police  
Mendon Department of Public Safety  
22 Main Street  
Mendon, MA 01756  
(508) 478-2737

**Methuen, MA**

Interim Police Manager 2021  
Neil Perry, Mayor  
City of Methuen  
41 Pleasant Street  
Methuen, MA 01844

**Middleton, MA**

Police Chief Recruitment 2020  
Andrew Sheehan, Town Administrator  
Town of Middleton  
48 South Main Street  
Middleton, MA 01949

**Millville, MA**

Interim Police Chief 2007  
Organizational Assessment 2007  
Police Chief Assessment Center 2007  
Helen M. Coffin  
Executive Secretary  
Town of Millville  
PO Box 703  
Millville, MA 01529  
(508) 898-4843

**North Andover, MA**

Police Chief Assessment Center 2016  
Police Services 2020  
Andrew Maylor, Town Manager  
120 Main Street  
North Andover  
Massachusetts, MA 01845  
(978) 688-9500

**MASSACHUSETTS - CONTINUED**

**Northfield, MA**

Police Chief Recruitment 2021  
Andrea Llamas, Town Administrator  
Town of Northfield  
69 Main Street  
Northfield, MA 01360

**Peabody, MA**

Multiple Evidence Audits and Inventories  
Internal Affairs Investigations  
2004, 2005, & 2006  
Robert St. Pierre, Chief of Police  
6 Allen's Lane  
Peabody, MA 01960  
(978) 538-6360

**Salisbury, MA**

Complete Evidence Inventory 2011  
Police IA 2011  
Neil J. Harrington, Town Manager  
5 Beach Road  
Salisbury, MA 01952  
(978) 258-4711

**Saugus, MA**

Police Study 2019  
Scott C. Crabtree, Esq., Town Manager  
Town of Saugus  
298 Central Street, Suite 1  
Saugus, MA 01906  
(781) 231-4111

**TYNGSBOROUGH, MA**

Police Department Survey 2019  
Matthew Hanson, Town Administrator  
Town of Tyngsborough  
Town Hall, 25 Bryants Lane  
Tyngsborough, MA 01879

**Uxbridge, MA**

Police Chief Recruitment 2018  
Angie Ellison, Town Manager  
Town of Uxbridge  
21 South Main Street  
Uxbridge, MA 01569  
(508) 278-8600 x 2001

**Wendell, MA**

Police Study 2020  
Board of Selectmen  
Town of Wendell  
PO Box 41  
Wendell, MA 01379

**Wenham, MA**

Police Captain Recruitment & Assessment Ctr. 2017  
Town Administrator 2015  
Capital Improvement Plan 2016  
Peter Lombardi, Town Administrator  
138 Main Street  
Wenham, MA 01984  
(978) 468-5520

**Westborough, MA**

Police Department Staffing Analysis 2018  
Alan Gordon, Police Chief  
Westborough Police Department  
34 West Main Street  
PO Box 1123  
Westborough, MA 01581  
(508) 366-3060

**Westwood, MA**

Police Sergeant Assessment Ctr. 2014, 2018  
Police Chief Assessment Ctr. 2013  
Michael Jaillet, Town Administrator  
580 High Street  
Westwood, MA 02090  
(781) 340-5012

**Woburn, MA**

Public Safety Study 2013  
Scott D. Galvin, Mayor  
10 Common Street  
Woburn, MA 01801  
(781) 897-5901

**NEW HAMPSHIRE**

**Allenstown, NH**

Police Department Study Audit 2018  
Personnel Investigation/Sewer Dept. 2016  
Police Department Study 2015  
Administrative Investigation 2012  
Sexual Harassment Investigation 2013  
Shaun Mulholland, City Manager  
(former Allenstown Town Administrator)  
51 North Park Street  
Lebanon, NH 03766  
(603) 448-4220

**Alton, NH**

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

**Alton, NH**

Internal Investigation 2011  
James N. Sessler, Esquire  
Sessler Law Office, PLLC  
396 Central Street  
Franklin, NH 03235  
(603) 934-2110

**Ashland, NH**

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

**NEW HAMPSHIRE - CONTINUED**

**Atkinson, NH**

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

**Auburn, NH**

Police Study 2016  
William Herman, Town Administrator  
Auburn Town Offices  
47 Chester Road  
PO Box 309  
Auburn NH 03032  
(603) 483-5052

**Barnstead, NH**

Interim Police Manager 2020  
Police Department Review 2020  
Police Organizational Study 2012  
Board of Selectmen  
PO Box 11  
Center Barnstead, NH 03225  
(603) 269-4071

**Barrington, NH**

Police Chief Recruitment 2015  
John Scruton  
Town Administrator  
PO Box 660  
Barrington, NH 03825  
(603) 664-9007

**Bedford, NH**

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

**Barnstead, NH**

Interim Police Manager 2020  
Police Department Review 2020  
Barnstead Board of Selectmen  
108 South Barnstead Road  
PO Box 11  
Center Barnstead, NH 03225

**Bow, NH**

Interim Police Manager 2021  
Police Chief Recruitment 2021  
Employee Review 2020  
Eric A. Maher, Esquire  
Donahue, Tucker & Ciandella, PLLC  
16 Acadia Lane  
Exeter, NH 03833

**Brentwood, NH**

Internal Investigation 2012  
(Fire Department)  
Board of Selectmen  
One Dalton Road  
Brentwood, NH 03833  
(603) 642-6400

**Bristol, NH**

Fire Personnel Investigation 2016  
Douglas Mansfield, Esquire  
Donahue, Tucker & Ciandella, PLLC  
225 Water Street  
Exeter, NH 03833  
(603) 778-0686

**Canterbury, NH**

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

**Center Harbor, NH**

Police Consultant Services 2018  
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

**Croydon, NH**

Police Department Review 2019  
Board of Selectmen  
Town of Croydon  
879 NH RT 10  
Croydon, NH 03773

**Danville, NH**

Police Department Investigation 2016  
Internal Investigation 2013  
Patricia Shogren, Adm. Asst.  
210 Main Street  
Danville, NH 03819  
(603) 382-8253

**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

**East Kingston, NH**

Internal Investigation 2013  
Board of Selectmen  
24 Depot Road  
East Kingston, NH 03827  
(603) 642-8406

**Enfield, NH**

Police Chief Recruitment 2018  
Ryan Aylesworth, Town Manager  
Town of Enfield  
23 Main Street  
Enfield, NH 03748  
(603) 632-5026

**Epsom, NH**

Interim Police Administrator 2018  
Police Study 2017  
Board of Selectmen  
Town of Epsom  
PO Box 10  
Epsom, NH 03234-0010  
(603) 736-9002

**Fitzwilliam, NH**

Police Chief Recruitment 2013  
Jane Wright, Town Administrator  
13 Templeton Turnpike  
PO Box 725  
Fitzwilliam, NH 03447  
(603) 585-7723

**Francestown, NH**

Police Chief Mentoring 2015  
Abigail Arnold, Chair  
Francestown Board of Selectmen  
27 Main Street, PO Box 5  
Francestown, NH 03043  
(603) 547-3469

**Gilford, NH**

Police Internal Investigation 2013  
Scott Dunn, Town Administrator  
47 Cherry Valley Road  
Gilford, NH 03249  
(603) 527-4700

**Gilmanton, NH**

Police Officer Recruitments 2020  
Police Study 2018  
Eric Maher, Esquire  
Donahue, Tucker & Ciandella PLLC  
16 Windsor Lane  
Exeter, NH 03833

**Goffstown, NH**

Police Chief Recruitment and  
Assessment Center 2014  
Sue Desruisseaux  
Town Administrator  
16 Main Street  
Goffstown, NH 03045  
(603) 497-8990

**Gorham, NH**

Police Lieutenant Recruitment 2018  
Robin Frost, Town Manager  
Town of Gorham  
20 Park Street  
Gorham, NH 03581  
(603) 466-3322

**Grantham, NH**

Police Chief Recruitment 2016  
Police Study 2015  
Board of Selectmen  
300 Route 10 South  
Grantham, NH 03753  
(603) 863-6021

**Greenville, NH**

Police Services 2016  
Kelley Collins, Town Administrator  
46 Main Street  
Greenville, NH 03048  
(603) 878-2084

**Hanover, NH**

Police Captain Background 2017, 2021  
Police Lieutenant Background 2021  
Communications Supervisor Assessment 2020  
Police Sgt & Lt Assessment Center 2019  
Police Sgt. Assessment Center 2017  
Julia Griffin, Town Manager  
41 South Main Street  
Hanover, NH 03755  
(603) 643-4123

**Hinsdale, NH**

Internal Affairs 2017  
Interim Police Manager 2020  
Police Chief Recruitment 2012, 2020  
Jill Collins, Town Administrator  
PO Box 13  
Hinsdale, NH 03451  
(603) 336-5710



**NEW HAMPSHIRE - CONTINUED**

**Hopkinton, NH**

Background Investigation 2017  
Background Investigation 2016  
Deborah Gallant, Finance Director  
Town of Hopkinton  
330 Main Street  
Hopkinton, NH 03229  
(603) 746-3170

**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 Department Facility Study 2019  
Police Synergy for Sgt. & Lt.  
Stephen Malizia, Town Adm.  
12 School Street  
Hudson, NH 03051  
(603) 886-6024

**Jaffrey, NH**

Police Department Staffing Analysis 2021  
Jon Frederick, Town Manager  
Town of Jaffrey  
10 Goodnow Street  
Jaffrey, NH 03452

**Lebanon, NH**

Interim Police Manager 2016  
Police Chief Background Check 2013  
Fire Department Internal Investigation 2011  
Police Study 2002  
Board of Selectmen  
51 North Park Street  
Lebanon, NH 03766  
(603) 448-4220

**Lee, NH**

Organizational Study 2001  
Police Department Review 2022  
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  
Litchfield Board of Selectmen  
Two Liberty Way, Suite 1  
Litchfield, NH 03052  
(603) 913-4231

**Littleton, NH**

Police Detective Assessment Center 2021  
James Gleason, Town Manager  
Town of Littleton  
125 Main Street, Suite 200  
Littleton, NH 03561

**Loudon, NH**

Police Risk Assessment Study 2018  
Board of Selectmen  
Town of Loudon  
55 South Village Road, Suite 1  
Loudon, NH 03307  
(603) 798-4541

**Lyndeborough, NH**

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

**Madbury, NH**

Police Services 2018  
Police Study 2018  
Board of Selectmen  
Town of Madbury  
13 Town Hall Road  
Madbury, NH 03823  
(603) 742-5131

**Madison, NH**

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

**Marlborough, NH**

Patrolman Background 2015 & 2016  
Organizational Study 2011  
Board of Selectmen  
PO Box 487  
Marlborough, NH 03455  
(603) 876-3751

**Milford, NH**

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

**NEW HAMPSHIRE - CONTINUED**

**New Boston, NH**

Interim Police Chief 2005  
Organizational Assessment 2004  
(603) 654-5955, x-223

**New Durham, NH**

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

**New Hampton, NH**

Interim Police Manager 2020  
Board of Selectmen  
Town of New Hampton  
6 Pinnacle Hill Road  
New Hampton, NH 03256

**Newbury, NH**

Internal Investigation 2016  
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

**Newport, NH**

Fire/EMS Dept. Internal Inv. 2017  
Mark Broth, Esquire  
Drummond Woodsum  
1001 Elm Street, Suite 303  
Manchester, NH 03101  
(603) 716-2895, x-211

**North Hampton, NH**

Police Department Assessment Follow Up 2021  
Police Department Assessment 2020  
Interim Police Administrator 2017-2018  
Building Inspector Background 2017  
Planning & Zoning Adm. Background 2016  
Bookkeeper Background 2015  
Police Study 2007  
Paul Apple, Town Admin.  
PO Box 710  
No. Hampton, NH 03862  
(603) 964-8087

**Northumberland, NH**

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

**Nottingham, NH**

Police Chief Recruitment 2020  
Chris Sterndale, Town Administrator  
139 Stage Road  
Nottingham, NH 03290

**Pelham, NH**

Fire Department Internal Investigation (x2) 2014  
Recycling Complex Internal Investigation 2012  
Brian McCarthy, Town Administrator  
6 Village Green  
Pelham, NH 03076  
(603) 635-8233

**Pelham, NH**

Police Lt. and Sgt. Assessment Centers 2014  
Joseph Roark, Police Chief  
14 Village Green  
Pelham, NH 03076  
(603) 635-2411

**Pelham Library, NH**

Library Safety & Security Review 2016  
Irja S. Finn, Director  
Pelham Public Library  
24 Village Green  
Pelham, NH 03076  
(603) 635-7581

**Pembroke, NH**

Internal Investigation 2014  
(Tri-Town EMS)  
Shaun Mulholland, Board of Directors  
Tri-Town EMS  
16 School Street  
Allenstown, NH 03275  
(603) 485-4276, x-112

**Peterborough, NH**

Finance Director Background 2016  
Rodney Bartlett, Town Administrator  
One Grove Street  
Peterborough, NH 03458  
(603) 924-8000

**Pittsburg, NH**

Internal Affairs Investigation 2006  
Paul D. Desjardins, Esquire  
149 Main Street  
Lancaster, NH 03584

**NEW HAMPSHIRE - CONTINUED**

**Plaistow, NH**

Interim Police Administrator 2021-Present  
Police Internal Investigation 2013, 2017, 2020, 2021  
Board of Selectmen  
145 Main Street  
Plaistow, NH 03865  
(603) 382-5200

**Raymond, NH**

Police Dept. – Facility Safety Review 2016  
David Salois, Police Chief  
4 Epping Street  
Raymond, NH 03077  
(603) 895-4747

**Richmond, NH**

Police Chief Recruitment 2018  
Board of Selectmen  
Town of Richmond  
105 Old Homestead Highway  
Richmond, NH 03470  
(603) 239-4232

**Rindge, NH**

Police Chief Recruitment 2014 & 2012  
Jane Pitt, Town Administrator  
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

**Rollinsford, NH**

Interim Police Manager 2021  
Arrest Review 2020  
Stephen H. Roberts, Esquire  
Hoefle, Phoenix, Gormley & Roberts, PLLC  
127 Parrott Avenue  
Portsmouth, NH 03801

**Rumney, NH**

Police Policy Technical Assistance 2020  
Police Risk Review 2018  
Board of Selectmen  
Town of Rumney  
PO Box 220  
Rumney, NH 03266  
(603) 786-9511

**Salem, NH**

Interim Police Manager 2018-2020  
Christopher Dillon, Town Manager  
Town of Salem  
33 Geremonty Drive  
Salem, NH 03079

**Seabrook, NH**

Police Dept. Internal Investigation 2015  
William Manzi, Town Manager  
99 Lafayette Road  
Seabrook, NH 03874  
(603) 474-3311

**Somersworth, NH**

Police Chief Assessment Center 2016, 2022  
Robert Belmore, City Manager  
One Government Way  
Somersworth, NH 03878  
(603) 692-9502

**Stratham, NH**

Police Chief Recruitment 2009, 2019  
Paul Deschaine, Town Administrator  
Town of Stratham  
10 Bunker Hill Ave.  
Stratham, NH 03885  
(603) 772-7391

**Thornton, NH**

Interim Police Manager 2016  
Police Chief Recruitment 2016  
Tammie Beaulieu, Town Administrator  
16 Merrill Access Road  
Thornton, NH 03285  
(603) 726-4232

**Tilton, NH**

Police Chief Recruitment 2021  
Police Technical Assistance 2021  
PD Environment Review 2020  
Eric Maher, Esquire  
Donahue, Tucker & Ciandella  
16 Acadia Lane  
Exeter, NH 03833

**Wakefield, NH**

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

**NEW HAMPSHIRE - CONTINUED**

**Weare, NH**

Police Chief Recruitment 2013, 2015, 2019  
Organizational Assessment &  
Interim Police Manager 1994, 2019  
Naomi Bolton, Town Administrator  
PO Box 190  
Weare, NH 03281  
(603) 529-7525

**Winchester, NH**

Police Officer – Background 2018  
Police Study 2013  
Shelly Walker, 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) 526-5000

**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**

**Middletown, RI**

Police Chief Recruitment 2018  
Shawn J. Brown, Town Administrator  
Town of Middletown  
350 East Main Road  
Middletown, RI 02842

**Newport, RI**

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

**Portsmouth, RI**

Police Chief Recruitment and  
Assessment Center 2013  
John Klimm, Town Administrator  
2200 East Main Road  
Portsmouth, RI 02871  
(401) 683-3255

**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, RI 02915

**SOUTH CAROLINA**

**Aiken, SC**

Public Safety Study 2016  
John C. Klimm  
City Manager  
PO Box 1177  
Aiken, SC 29802  
(803) 642-7654

**VERMONT**

**Dorset, VT and  
Manchester, VT**

Public Safety Consolidation Study 2015

John P. O'Keefe, Town Manager

Town of Manchester

6039 Main Street

Manchester Center, VT 05255

(802) 362-1313

AND

Rob Gaiotti, Town Manager

Town of Dorset

PO Box 715

East Dorset, VT 05253

(802) 362-4571, x-3

**Hartford, VT**

Police Chief Selection Facilitation

And Background 2015

Town Manager's Office

Hartford Town Hall

171 Bridge Street

White River Junction, VT 05001

(802) 295-9353

**Hinesburg, VT**

Strategic Planning 2008

Jeanne Kundell Wilson

Town Administrator

PO Box 133

Hinesburg, VT 05461

(802) 482-2096

**Killington, VT**

Police Department Review 2021

James W. Barlow, Esq

James W. Barlow, PLC

PO Box 172

Danville, VT 05828

**Rutland, VT**

Police Chief Assessment Center 2017

Suzanne Ellis, Director – HR

One Strongs Avenue

PO Box 969

Rutland City, VT 05702

(802) 774-7811

**St. Albans, VT**

Police Officer Backgrounds 2020, 2021

Police Study 2021

Staffing Analysis 2021

Organizational Assessment & Police Chief Recruitment – 1996

Dominic Cloud, City Manager

City of St. Albans

100 North Main Street

St. Albans, VT 05478

**Windsor, VT**

Police Chief Recruitment 2014

Tom Marsh, Town Manager

29 Union Street

Windsor, VT 05089

(802) 674-6786

Municipal Resources, Inc.

Police Reference List



# ***APPENDIX B***



**Municipal  
Resources  
Inc.**

## APPENDIX B

### **Project Manager**

**Sean F. Kelly, Director of Police Services and Senior Consultant**, holds a Master's Degree from Southern New Hampshire University and a Bachelor's Degree from Springfield College; he is a graduate of the FBI National Academy 201st Session and the 46<sup>th</sup> Session of FBI LEEDS. Sean has served in law enforcement since 1987. Mr. Kelly served at various command level positions and assignments over a span of twenty-two years at the Town of Durham Police Department. As the Chief of the Weare, New Hampshire Police Department, Sean oversaw the CALEA Accreditation of the department within nine months of his appointment.

Sean was appointed by the International Association of Chiefs of Police to the Firearms Committee to study, consider, and determine the various methods and means by which crimes involving firearms are committed, along with methods employed by police agencies to solve and reduce the incidence of gun crimes. He has published several articles for the *FBI Law Enforcement Bulletin*, the *IACP's Big Ideas for Smaller Agencies* and for *New Hampshire Police Standards and Training Council* focusing upon Leadership, Internal Affairs, Performance Evaluation, Crowd Control and Law Enforcement Accreditation.

Mr. Kelly was appointed as a residential Fellow to the United States Drug Enforcement Administration's Leadership Development Unit where he contributed to the leadership training of drug enforcement officers and agents domestically and internationally. Sean served as a Team Leader for the Commission on the Accreditation for Law Enforcement Agencies, (CALEA) Inc. and has reviewed the practices, policies, and procedures of more than 50 police agencies seeking national accreditation and recognition.

Mr. Kelly has worked with the United States Department of Justice on the Bureau of Justice Assistance Law Enforcement Leadership Initiative Training Steering Committee and Core Competencies Work Group. As a consultant to the United States Department of Justice, Mr. Kelly worked to develop and deploy the Bureau of Justice Assistance's Diagnostic Center. As the Director of Services at Municipal Resources Inc., Sean manages projects and provides direct client services.

## Team Members

**Bruce A. MacDougall, Senior Consultant**, received a Bachelor of Arts Degree in American Government from Boston University and a Master of Science Degree in Criminal Justice Administration from Northeastern University. Chief MacDougall has received professional training through the Federal Bureau of Investigation's Law Enforcement Executive Development Seminar Program and is a graduate of the Police Executive Research Forum's Senior Management Institute for Police. His police career began as a summer special police officer in Barnstable, Massachusetts and continued as a provisional full-time officer in Wakefield, Mass. He moved to the Methuen, Massachusetts Police Department where he rose through the ranks from dispatcher to chief of police including ten years as the Commander of Field Operations. As Chief for 9 years, he was responsible for the planning, organizing, staffing, directing, and administering a department of eighty-four sworn officers and sixteen civilian staff members. At the time of Chief MacDougall's service, Methuen was a diverse community of 44,000 citizens, with a total department budget of seven million dollars. MacDougall 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 over one hundred and seventy police and correctional consulting assignments, including being assigned as interim chief numerous times in Massachusetts and New Hampshire. He is experienced in conducting internal affairs investigations, organizational assessments, and completing evidence audits. Chief MacDougall is a certified assessor for the Massachusetts Police Accreditation Commission and has experience in preparing departments for assessment. He has been a member of a large number of promotional assessment centers and executive selection teams. From 2006 to 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 Northeast Massachusetts Law Enforcement Council.

**David Kurz, Senior Consultant**, obtained a Bachelors' Degree in Criminal Justice from the University of Southern Maine, is a graduate of the FBI National Academy 153rd Session and has served in law enforcement since 1974. Chief Kurz previously served as the Chief of the Gorham, Maine Police Department and the Deputy Director of the Maine Drug Enforcement Agency, Maine Department of Public Safety. Since 1996 Mr. Kurz has served as Chief of Police for Durham, NH, where he 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 6 police managers instructing with the IACP through the Bureau of Justice Assistance “Leading by Legacy” program that provides management and leadership skills to rural police agencies throughout the nation.

He has published seven articles for the IACP Police Chief magazine and Big Ideas for Smaller Agencies focusing upon Strategic Planning, Alcohol Enforcement, Promotional Process, Effective Performance Evaluations, Leadership and New Technology Acquisition. Deemed as a subject matter expert, Chief Kurz routinely conducts national training seminars for IACP focusing upon strategic planning and personnel management while assisting IACP with management studies of law enforcement agencies.

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 was recently profiled by CALEA for his engagement and leadership in the accreditation process.

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 as well as assisting the US State Department develop sexual assault protocol for use by the Egyptian government. Additionally, Chief Kurz is a “peer reviewer” for the Byrne Criminal Justice Innovation Programs offering his expertise on law enforcement grant applications submitted to the Department of Justice. Most recently Chief Kurz was a contributing author cited in President Obama’s 21st Century Policing Task Force Report designed to strengthen community policing within the United States.

Chief Kurz has been a senior police consultant with Municipal Resources, Inc. since 2001.

**Michael J. Magnant, Senior Consultant**, holds a Master of Public Administration degree from the University of New Hampshire, and a Bachelor of Science in Management from Granite State College. He has completed numerous leadership programs including the FBI National Academy. He has over 30 years of law enforcement experience and in 2009 retired as Chief of the Portsmouth, New Hampshire Police Department, after serving in that position for 7 years. Mr. Magnant then served as the Rye City Administrator for 10 years. During Chief Magnant’s

tenure, the Portsmouth Police Department received state, regional, and national awards for its work in community-oriented policing, underage drinking prevention, and cybercrime investigation.

Magnant has lectured nationally on behalf of MADD and the Office of Juvenile Justice and Delinquency Prevention's program on enforcing underage drinking laws, impaired driving enforcement, underage alcohol abuse, and enforcing liquor laws. In 2003, he was appointed by Governor Benson to the New Hampshire Police Standards and Training Council. He is the Past Chairman of the NH Law Enforcement Exploring Committee and served on the National Law Enforcement Exploring Executive Committee. He was appointed by New Hampshire Chief Justice John Broderick to sit on the Criminal Justice/Mental Health Leadership Initiative. Mr. Magnant has served as a subject advisor to MRI since 2009 and serves on various project teams.

