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Date: June 20, 2013

To: Mayor and Council

FROM: Robert Bruschi 

SUBJECT: Police Department-Organization Health and Leadership Analysis

Over the past few months I have had been working with Frank Rogers to discuss how we would approach a study of our police department. The attached proposal is the result of these discussions.

As most if not all of you know Frank Rogers is perhaps the leading public safety/police consultant in New Jersey. His pedigree stands alone. In this proposal he has taken an approach that is clearly tailor made to uncover and address any issues that may be present within the department. Further this proposal sets up an information gathering process that will help us not only look at current issues but will develop not only our leadership but our communications to insure that we have a well functioning police department.

We felt that it was very important to be inclusive in our ability to gather information and comments from a variety of sources. This will be accomplished through focus groups. The Rogers group will conduct 4 focus groups over a 2 day period in which to gather commentary, concerns etc. If we want some additional focus groups, which I believe is likely, will be at a cost of \$1,000 per day. Our initial thoughts are to include a random selection of the membership from the department both sworn and civilian, all or part of the governing body. In addition we spoke about a citizen group(s) that would be reflective of the community, and could include some members of past governing bodies.

The second stage of the process would be a confidential on line survey for all police department personnel to complete. These two processes would then be followed by three other assessments. The first would be of all sworn personnel, a separate leadership profile completed for all of the departments senior leadership followed by a cultural assessment questionnaire which again would be completed by all sworn personnel.

All of this information would be pulled together with a final analysis report of findings and recommendations and options. This will be then presented to the governing body.

I want to also stress that there are some components of this process, which would be good to extrapolate out to the other leadership in the Town. This should be assessed once this process is complete.

Contained within the proposal is more substantive information about each of the processes listed above. Also included is information about the individuals assigned to work on this project.

Lastly, I want to reaffirm that the Rogers Group has been the group assigned to help us completed the accreditation process. However, the individuals who were assigned to do that work will not be part of the process. It was important to me that we have Frank Rogers be part of the assignment and his administrative experts. Their Bios are part of the proposal.

The cost of the proposal is \$11,495 plus \$1000 per day if we want any additional focus groups. They are very excited over the opportunity to do this very unique look into our organization. I too am very excited that we can get this done in an efficient yet what I believe will be very effective manner.

Lastly, Captain Sutter who has helped me pull together the format that the Rogers Group is proposing has reviewed this and is also very excited.

If you have any questions about the proposal please feel free to contact me. We are anxious to get the process started.

C: Kathy Monzo, Nick Sutter, Linda McDermott, Ed Schmierer

**Proposal to Conduct**

**Organizational Health  
and Leadership Analysis of the  
Princeton Police Department**

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May 17, 2013

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## Section 1 Introduction - Proposal

The Rodgers Group, LLC (TRG), is enthusiastic in submitting this proposal to conduct a comprehensive evaluation of the organizational leadership and culture of the Princeton Police Department.

Developing a culture of professionalism and leading change within organizations are some of the most difficult and important responsibilities the head of a police department can carry. Efforts to implement changes in policy and procedures are more likely to be successful if the leader of an organization understands the reasons why people may be resisting change, and the attitudes people have toward their work and department as a whole. By stepping back and conducting a holistic analysis of an organization, police chiefs have an opportunity to better understand the motivations of their officers, as well as the competencies and commitment they have to fulfill their obligation toward the mission of the department.

The methods used to conduct an organizational diagnosis vary by situation. The critical factor that must be present is a commitment by the agency's leadership to be inclusive through a comprehensive and systematic evaluation of the organization. To understand the complex relationships and problems that may exist in any organization, an agency must engage key stakeholders who may have influence over the activities and performance of its officers. It is also important to consider the opinions of the officers who must carry out the day-to-day tasks of the department, since they will more than likely have the most to gain or lose through any attempts by executives to influence change. Many times problems in police departments have multiple causes, which may include previous efforts by executives to fix issues that failed to consider the true needs of the officers and organization.

The influence a leader will have on the culture of an organization will be dependent on the developmental stage of that organization. People assuming command of newer departments will presumably have a greater influence on its culture, since the typically embedded expectations and processes of more mature departments are not present. However, mending together departments through some form of consolidation brings complicated variables and potential obstacles that can only be addressed if the agency's leadership approaches this new enterprise properly. Instituting a new "normal" for a department, that includes systems and expectations that can be embraced throughout the organization will only be successful by approaching change in a manner that reduces the anxiety of the employees and conflict among groups.

The Rodgers Group, LLC, is prepared to offer a comprehensive and cutting edge organizational and leadership assessment of the Princeton Police Department. As this proposal will showcase, we utilize tried and proven certified leadership instruments to assist us in conducting a top-down evaluation of the department.

Should we be retained to conduct this comprehensive evaluation of the organizational leadership and culture of the Princeton Police Department our work product will include but not be limited to:

1. **Focus Groups (4 Separate Groups – 2 Days)**
2. **A Confidential Online Survey via PowerDMS**
3. **A Confidential DiSC Personality Assessment of all Sworn Personnel**
4. **A Confidential TLP – (The Leadership Profile) of Agency Senior Leadersip**
5. **A Confidential OCAQ – (Organizational Culture Assessment Questionnaire) completed by All Sworn Personnel**
6. **Final Analysis Report of the Police Department**
7. **Presentation to the Governing Body**

The fee for our services as enumerated, would be eleven thousand four hundred ninety five dollars (\$11,495.00) 50 percent (\$5747.50) due within 30 days of the initiation of the project. The balance (\$5747.50) is due within 30 days after the delivery of the final report.

**NOTE:** In the event that the Business Administrator, Governing Body or the leadership of the Police Department requests that we conduct additional focus groups beyond what we have proposed, we will conduct same for \$1,000. per day with a maximum of two groups per day.

**Section 2**
**The TRG Team**
Overview of the TRG Team

The TRG Team is a highly collaborative, multi-disciplined group of professionals with significant, relevant experience spanning federal, state, county, and municipal government as well as the private sector. Our ability to bring to bear the suite of services necessary to fulfill the goals of the Princeton Police Department on this project are unique.

Our team's established and verifiable record of success in dealing with law enforcement management and leadership, policy development, strategic planning, training development and delivery, and assessments of personnel and systems, is without peer. Our reputation for professionalism and has been further enhanced because our work product is regularly reviewed by independent accreditation assessors who have always deemed our efforts to meet state and national best practices. Frank Rodgers, President of The Rodgers Group, would serve as the Project Manager (PM) for this contract.

Our Team offers a unique blend of subject matter expertise combined with practical, hands-on leadership experience that is regularly relied upon throughout government to enhance the effectiveness and efficiency of public safety operations. Individually and collectively we have authored or co-authored everything from the New Jersey State Police Practical Guide to Intelligence Led Policing to articles on multi-jurisdictional training and thousands of policies that are used daily by in excess of one hundred (100) New Jersey Public Safety organizations. We are fully cognizant of the fact that our opinion is relied upon when making critical decisions that affect public safety. As such, we ensure that our work product is always based upon a thorough understanding of contemporary public safety best practices and the most economical manner of delivering those services.

Job Category	Employee	Team	Education	Experience
Project Manager	Frank Rodgers	TRG	A.S., B.S., M.A.	30 Years
Facilitator	Philip Coyne	TRG	A.S, B.S, M.A	26 Years
Facilitator	Vance J. Mattis	TRG	A.S, B.S, M.A.S.	26 Years

Team Member	Core Competencies and Primary Roles
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Frank Rodgers	<ul style="list-style-type: none"> <li>➤ Law Enforcement Leadership and Management</li> <li>➤ Risk Management and Program Management</li> <li>➤ Law Enforcement Best Practices</li> <li>➤ Internal Affairs and Investigations</li> </ul>
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Team Member	Core Competencies and Primary Roles
Philip M. Coyne	<ul style="list-style-type: none"><li>➤ Law Enforcement Training and Education</li><li>➤ Program and Organizational Assessments</li><li>➤ Leadership Development</li><li>➤ Internal Affairs and Investigations</li></ul>
Vance J. Mattis	<ul style="list-style-type: none"><li>➤ Strategic Planning</li><li>➤ Online Training and Assessment Systems</li><li>➤ Training Program Development and Management</li><li>➤ Harassment in the Workplace Mitigation</li></ul>



## Section 3 THE STEPS IN THE PROCESS

### Section 3 – The Steps in the Process

#### STEP 1: FOCUS GROUP

The complex dynamics of contemporary law enforcement organizations can be difficult for executives to manage; therefore, the methods used to uncover and define the needs of those entities are crucial. At the initial stages of an organizational and leadership needs assessment, it is common for researchers to convene structured meetings with people who represent various disciplines and/or ranks within a department. These meetings provide a platform to obtain focused and relevant organizational perspectives that help frame future steps that should be taken by the research group.

The most effective focus groups occur when the leader can maintain objectivity to a given topic or area of interest. It is common to use research leaders from outside an organization to facilitate focus groups so participants feel they have an opportunity to provide their perspective in a non-judgmental environment. The idea is to provide a platform for participants with common interests to talk together, so that the researchers can gain a greater insight into their attitudes and opinions on a given topic. Focus groups can provide insight into what people are really thinking and feeling by;

- Responses in a focus group are spoken, open-ended, relatively broad, and qualitative
- Responses have depth, nuance, and variety
- Nonverbal communications and group interactions can be observed

Focus groups are useful for identifying needs and constraints that might be missed through other methods of assessment. Valuable information can be gleaned from focus groups that may suggest:

- There is a breakdown in communication
- A need for more interaction between leadership and staff
- Certain programs be revised or eliminated
- The need for adjustments to existing processes and systems

The TRG Team will work with the Princeton Police Department and identify a cross-section of personnel to participate in a focus group. The focus group will be utilized to assist us in conducting an assessment of both the organizational and leadership culture, as it exists within the PPD. The information gleaned from this critical and first step of our plan will serve to assist us in the creation of the survey, which will be given to all 55 members of the PPD. Furthermore, the results of the focus group will be codified in the objective final analysis report to be delivered to the Township Administrator and the Agency's Commander.



## Section 3

## THE STEPS IN THE PROCESS

### STEP 2: ONLINE SURVEY

After conducting the focus group, the TRG Team will design an organizational and leadership survey for the Princeton Police Department based in part on the results of the focus group. The use of surveys can improve workplace morale and increase productivity. Anonymity is critical to the process, and The Rodgers Group, LLC will deliver the survey to all (55) members of the Department through our website and PowerDMS platform. This will allow an employee to feel like there is an open-door policy and that they are an integral part of the process. Upon completion of the survey, this information will be examined and become part of the final analysis of the Princeton Police Department.

### STEP 3: THE DiSC ASSESSMENT

DiSC® is the leading personal assessment tool used by more than 40 million people to improve work productivity, teamwork and communication. DiSC is a personal assessment tool used to improve work productivity, teamwork and communication. DiSC is non-judgmental and helps people discuss their behavioral differences. Notably, the DiSC assessment is utilized within the:

- NJSACOP Front Line Supervision Program
- New Jersey Regional Intelligence Academy (RIA)
- New Jersey State Police
- United States Drug Enforcement Administration (DEA)

DiSC profiles help you and your team:

- Increase your self-knowledge: how you respond to conflict, what motivates you, what causes you stress and how you solve problems
- Learn how to adapt your own style to get along better with others
- Foster constructive and creative group interactions
- Facilitate better teamwork and minimize team conflict
- Manage more effectively by understanding the dispositions and priorities of employees and team members

This program will be facilitated outside of the organization through the TRG PowerDMS platform and a DiSC vendor. Each participant will be asked to complete a series of questions that produce a detailed report about their personality and behaviors within the work setting. This entire process shall be completed and each member will receive a detailed report that is devoted entirely to the participant and their unique behavioral style based on responses they provided. This report will provide the following:

- Highest DiSC dimension and tendencies, needs, preferred environments
- Strategies for effectiveness
- Potential strengths and weaknesses



### Section 3

## THE STEPS IN THE PROCESS

### Section 3-- The Steps in the Process

#### STEP 4: THE TLP AND OCAQ QUESTIONNAIRE

Both the TLP and OCAQ have been employed to assess a variety of people and organizations around the world. The TLP has been used by numerous law enforcement organizations in the United States, and is utilized by the National Fire Academy within their Executive Fire Officer program. As such, the police organization database for both instruments is based on thousands of administrations. Additionally, dozens of Ph. D. dissertations have substantiated the validity and reliability of the instruments.

The purpose of administering these instruments is to assess the leadership effectiveness of the current command staff, and the state of the organizational culture that will also serve to establish a baseline for future assessments. Both certified instruments will be administered through the TRG PowerDMS system and the proprietary vendor, Rosenbach and Associates, Inc. Gettysburg, Pennsylvania. This will ensure anonymity for the participating Princeton Police Department members.

**The Leadership Profile (TLP)** is a 50-item 360-degree questionnaire that provides the users with an assessment of their effectiveness as transactional and transformational leaders. The participant's self-assessment is compared with the average perceptions of five or more observers, who are asked to respond to the same questionnaire with respect to the characteristics and actions of the person they have been asked to assess.

Ten dimensions of leadership are assessed. Two focus on good management and equitable reward practices. Four more measure specific areas of behavior that effective leaders engage in, such as caring for and respecting followers, and creating enabling opportunities for followers. Three dimensions address the crucial personal characteristics required of leaders: self-confidence, empowerment orientation, and vision. The final, tenth, scale measures the extent to which the leader is effective in building a sound organizational culture.

After the completion of the TLP Questionnaire by selected members of the Princeton Police Department, the following reports will be generated;

- A personalized four page report for the Lieutenants and above
- A report that assesses the Princeton Police Department as a whole
- A report that assesses the Princeton Police Department Managers
- A report that assesses the Princeton Police Department Supervisors



### Section 3 THE STEPS IN THE PROCESS

The reports are supported by an interpretive guidebook. The guidebook includes a brief introduction to the theory, detailed explanations of the leadership dimensions measured, and guidelines for beginning to construct individual development plans.

**The Organizational Culture Assessment Questionnaire (OCAQ)** is a 30-item questionnaire that is intended to be a diagnostic aid - a first step in building better functioning organizations and strengthening and improving organizational cultures. This is accomplished by asking questions that describe how people in an organization typically behave and the sorts of things they generally believe about the organization and how it operates.

The **OCAQ** assesses the following five crucial functions that all organizations must successfully perform if they are to survive.

**Managing Change:** This area of action concerns how well an organization is able to adapt to and deal effectively with changes in its environment.

**Achieving Goals:** Having a clear focus on explicit goals has been proven to have a very strong relationship to actual success and achievement. Goal achievement is also facilitated when the goals of the organization's members are aligned with one another and with the overall goals of the organization.

**Coordinated Teamwork:** Long-term organizational survival depends on how well the efforts of individuals and groups within the organization are tied together, coordinated and sequenced so that work efforts fit together efficiently. Thus, in terms of the values and beliefs that support effective coordination, the value of collaboration and the belief that "we are in this together" are important.

**Customer Orientation:** The OCAQ assesses the extent to which organizational activities are directed toward identifying and meeting the needs and goals of the PPD's customer base. The scale also examines the extent to which basic and strategic values that support an effective customer orientation are present.

**Cultural Strength:** All organizations have a culture, formed out of the pattern of values and beliefs shared by some, most, or all of the organization's members. When the organization is faced with crises and must draw on all its human and physical resources, then a strong culture will help the organization to survive and provide greater stability of organizational functioning.

After the completion of the OCAQ by all Princeton Police Department members, the following reports will be generated;

- Organizational culture assessment of the entire Department
- Organizational culture assessment of the Managers
- Organizational culture assessment of the Supervisors

**Section 4****Frank Rodgers Biography**

**Frank E. Rodgers** retired as the Deputy Superintendent of the New Jersey State Police in 2007 at the rank of Lt. Colonel after twenty-five years of service. While serving in the second highest ranking position in the largest police department in the State of New Jersey, he led the Investigations Branch which consisted of in excess of 900 detectives, analysts and scientists assigned to 57 different units with an annual budget of in excess of seventy-five (75) million dollars. A strong advocate of police professionalism, strategic planning and accountability, he initiated and directed a complete restructuring of the organization's investigative assets predicated on the principles of "Intelligence Led Policing". During his tenure as the Deputy Superintendent of Investigations, he directed the development of the "Practical Guide to Intelligence Led Policing" which was published by the Center for Policing and Terrorism at the Manhattan Institute and was adopted in February 2009 by the U .S Department of Justice as a national model for conducting law enforcement operations.



Following his career with the State Police, he was appointed as the first Police Director of the newly formed New Jersey State Park Police in the Department of Environmental Protection. During his tenure in that position, he developed the force of 110 officers who are responsible for protecting the eighteen (18) million annual visitors to the state's fifty-one (51) parks into a CALEA (Commission on the Accreditation for Law Enforcement Agencies) nationally recognized and New Jersey State Association of Chiefs of Police Accredited agency.

In 2008, Lt. Colonel (Ret.), Rodgers formed his own private consulting company. Immediately upon forming his company he was contracted to serve as Team Leader of the baseline capabilities assessment commissioned by the Office of the Director of National Intelligence of the national network of seventy-two (72) intelligence fusion centers. At present, the company is under contract to develop policy and training for in excess of one hundred law enforcement agencies. In May 2009, he was selected to serve as the President of the Advisory Council of the New Jersey Public Safety Accreditation Coalition. He is a Certified Assessor for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and is recognized by the Superior Court of the State of New Jersey and the United States District Court as an expert in law enforcement procedures, policy, training and supervision. In 2011, he founded and now leads the Center for Public Safety & Security at the Richard Stockton College of New Jersey.

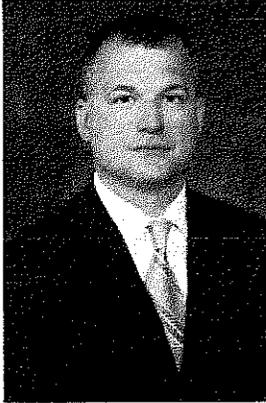
Lt. Colonel Rodgers (Ret.) holds a Master of Arts Degree in Education from Seton Hall University and is a graduate of the FBI National Academy. He is the co-author of a comprehensive published history of the New Jersey State Police and the Internal Affairs Investigations Manual for Investigators. He is also the recipient of the organization's highest award, the 1990 Trooper of the Year for his investigative work.

**Section 4****Philip M. Coyne Biography**

**Mr. Philip M. Coyne** retired from the New Jersey State Police in 2012 after 25 years of service. While serving as the Director of the New Jersey Regional Operations and Intelligence Center, the State fusion center, he led a task force comprised of law enforcement professionals from federal, state, county and local agencies. He had oversight of a team who were responsible for delivering tactical and strategic intelligence products to all law enforcement and private sector organizations in the State, as well as timely situational awareness reports for all type of crimes, threats and hazards. Prior to leading the fusion center, he was the Executive Officer of the Office of Professional Standards (OPS) and was the Division Criminal Investigations Officer. In his role in OPS, Major Coyne (Ret.) directed internal investigations, inspections, and audit functions for the State Police. In his role as Criminal Investigations Officer for the Field Operations Section, Major Coyne (Ret.) oversaw the activities and investigations conducted by detectives from approximately thirty stations, and served as the primary liaison between the Field Operations Commander and Deputy Superintendent of Investigations.

Other notable assignments Major Coyne (Ret.) served in included being Commandant of the New Jersey State Police Academy for two years. While leading an academy staff comprised of more than 60 sworn and civilian staff, he was responsible for the oversight of all training development and the delivery of programs for the organization. In that capacity he was chosen as the Superintendent's representative for critical matters of interest with the State Attorney General's Office and the Police Training Commission (PTC). As Commandant, he directed the update, restructure and delivery of a new recruit-training curriculum. Incorporating best practices in law enforcement training, Major (Ret.) Coyne supervised the creation of the Recruit Capstone Experience, a revolutionary program that was designed to demonstrate the effectiveness of the academy program through the integration of simulated, though operational patrol scenarios.

Mr. Coyne holds a Bachelor's degree in Criminal Justice from The College of New Jersey, and a Master's degree in Education, and certificate in Human Resources Training and Development from Seton Hall University. As a New Jersey Police Training Commission certified instructor, Mr. Coyne has lectured to state, county and local law enforcement officers in training programs throughout the New Jersey.

**Section 4****Vance J. Mattis Biography**

**Vance J. Mattis** retired in 2008 from the New Jersey State Police at the rank of Lieutenant after twenty years of service. Immediately prior to his retirement he commanded the New Jersey State Police Training Bureau's Law Enforcement Science Unit. Prior to his assignment to the Academy in 2003, he spent fifteen years within the organization's Field Operations Branch which culminated with his position as a Tactical Patrol Supervisor on the New Jersey Turnpike. During his five year tenure at the Training Bureau he was assigned to different leadership positions within the Executive Development Training Unit and the In-Service Training Unit, all while Federal Consent Decree compliance mandates were in place.

Mr. Mattis has extensive experience in teaching, training development, needs assessments, leadership development, strategic planning, in-service training, measurement of training, and the principles and utilization of Return on investment. He was also directly responsible for the development of the New Jersey State Police Strategic Planning Model and its implementation organization wide.

During his tenure within the Executive Development Training Unit, Lt. Mattis (ret.) developed and delivered rank specific supervisory training for the ranks of Sergeant through Lieutenant Colonel. In 2004, he co-authored a cutting edge Lieutenants Course that was held at both Chatham University and the Gettysburg Battlefield. In 2005 and 2006, Lt. Mattis (ret.) was directly involved with the development of all annual In-Service Training Products delivered to the 3000 members of the State Police. Including but not limited to search and seizure, leadership, cultural awareness, and ethics. In 2007 and 2008, Lt. Mattis (ret.) held the position as Unit Head for recruit training at the New Jersey State Police Academy.

Mr. Mattis holds a Master of Administrative Science Degree from Fairleigh Dickinson University, a Bachelor of Arts Degree in Criminal Justice from Seton Hall University, and an Associate of Arts Degree in Law Enforcement Science from Mercer County Community College. He is a graduate of the F.B.I. Instructor Development Training Course, and he has served as a primary instructor within the NJSP Instructor Training Course. He is a graduate of the Penn State University Justice and Safety Institute Instructor Development Training Course and holds a 360 Leadership Profile Accreditation.

In October 2011, Mattis was appointed as a "Consultant to the Center" for the Richard Stockton College of New Jersey, Center for Public Safety & Security. Since 2009, Mattis has served as the Course Coordinator and Primary Instructor for the NJSACOP Front Line Supervision Program.