



## Board of Selectmen

Date of Meeting: Thursday, October 14<sup>th</sup>, 2021  
Time: 3:00 PM – 6:26 PM  
Members Present: Chair Matt Mecum; Selectmen Jamie Underwood and Seth Ridinger; April Steward, Town Administrator; and Alison Mack, Administrative Assistant to the Board

The meeting commenced at 3:00 PM.

Pledge of Allegiance was recited.

Below is the list of questions that will be asked by the Board Members.

(Opening Question): Tell us about yourself, and why you chose law enforcement as a career.

1. What do you know about the community of Boylston? (Matt Mecum)
2. Without a doubt, the most important attributes of an individual applying for a job in law enforcement are the applicant's integrity and moral behavior. How do you make sure that the highest standards of ethics and accountability are rigorously upheld in the department? (Seth Ridinger)
3. Can you explain a time where you had to develop a grant for a department and what was it for and the outcome? (Jamie Underwood)
4. What has been your greatest success? Why? (Matt Mecum)
5. In December of 2020, Governor Baker signed into law, An Act Relative to Justice, Equity and Accountability in Law Enforcement, also known as police reform. What do you consider to be the two most important reform measures of this law and why? Furthermore, if you become chief, how would you go about implementing these reforms in the department? (Seth Ridinger)
6. We are a small tight community, and the presence of our chief is very important. Can you please explain your past experiences in getting to know the individuals in town, groups, community service schools etc.. Are you willing to be involved with our community and attend events such as Parades, fundraisers etc.. (Jamie Underwood)
7. What has been your greatest failure, how did you learn from that? (Matt Mecum)
8. Leaders sometimes take action even though they sense little enthusiasm or support from others. Tell us about a time you took action under these circumstances. (Seth Ridinger)
9. Our Chief is a working Chief so the Chief will not only oversee the officers but also working side by side. How would you approach a situation where you show up on scene and the senior officer has the situation in control, but you have a different idea? (Jamie Underwood)
10. Police budgeting can often be a very complex endeavor. There are many factors to consider: over time, disability leave, additional day's off, etc. How would you design a budget that meets the needs of the department without having to overspend or request budget transfers to meet expenditures? (Seth Ridinger) In other words, what quality control practices would you

employ in securing and protecting against these potential budget problem/errors? (Seth Ridinger)

11. With Police work evolving what do you see being the most important issue facing police today? (Matt Mecum)

12. What is your philosophy regarding disciplining officers and holding them accountable for their actions? Can you provide an example of a past situation (Seth Ridinger)

13. Without having intimate knowledge of the department, what would your initial goal be, if hired? (Matt Mecum)

(CLOSING QUESTION) Jamie Underwood Is there anything that we have not discussed that you would like the committee to know? Do you have any questions for the committee?

Matt thanked the Police Chief Search Committee for all their hard work and providing them with four great candidates. He thanked any members of the audience and made note that they will not be having a public comment period; not recognizing any member of the audience for questions of comments. The Board appreciates their attendance as well as their cooperation. Regarding the interview process, the Board will be asking a series of 15 questions that were submitted by Board members. Other than the opening and closing question, each board member will individually score the response of the candidate 1-5.

(1 – Not qualified, 2 – Average, 3 – Competent, 4 – Excellent, and 5 – Outstanding)

Follow up questions may arise, and Matt will make every effort to make sure the interview continues moving forward and that each candidate has the opportunity to answer all 15 questions within the one-hour timeframe. The Board will also be making note of some personal traits that the Board would like to see in the new Police Chief. These traits will be scored in the same format as mentioned above. The traits are Integrity, outward facing image, respect, cooperativeness, and coachability. At the meeting tomorrow, the questions and traits of each candidate will be totaled. The goal is to offer the position to the candidate with the highest score. In the event there is a tie, the score for the personal traits will be totaled separately, with the candidate with the highest score from that section being offered the position. The Board does however reserve its right to discretion.

### **Interviews: Police Chief Candidates:**

#### **Candidate: John Annunziata**

John thanked everyone for having him and shook everyone's hand before sitting.

Raised in Leicester, lives in Northborough, married and has two children. Leicester PD had a significant role in his community, Boy Scouts and school. They played a huge impact of why he chose to become a Police Officer. A few key people in his life played a huge role on him becoming a Police Officer:

- Police Chief of Leicester – Did an internship with him
- Many other members of the Leicester PD

They had a significant impact on why he chose to become a Police Officer: helping people, a sense of pride in the community, helping to build the community and help reflect the community.

1. John rooted himself in the community when he first came here. He enjoys getting to know the key stakeholders in town and they provided him with a lot of information that normally isn't brought to the Police Department. He has been able to be successful in his career because of these groups. Boylston is rapidly developing and mentioned the Master Plan that Matt had a part in, and John would like to help shape the town and is very fortunate to be a part of that. A lot of the relationships that he has been working on a long time have become fluid now and is able to get a lot of information for the department that may not have been available if he did not create those relationships.
2. Accountability starts from within. Police Officers go through a series of interviews. From within the organization, accountability is held from the top down. The Chief has to hold himself accountable and he must hold his employees accountable. By having clear expectations and being transparent with employees and town leaders is an effective way to get that. Effective policies and procedures that have been agreed upon throughout the organization. Accountability is different for each leader but making it transparent on what is tolerated and not tolerated starts from the top down. If the chief doesn't make his intentions known, and doesn't say make which behaviors are acceptable, how do you expect a department to act accordingly. With the climate now, law enforcement is in the spotlight; people enjoy seeing what law enforcement officers do and that adds pressure where they have to maintain accountability and ethics. Ethics and morals are instilled upon you since you were a child, and the Boylston Police Department has similar morals and values which is why they thrive together. There is always room for improvements, and you get there by your expectations.
3. John mentioned that historically, the Boylston PD has not taken advantage of as many grants that we should have. Part of his preparations for this interview were speaking with the Police Chief from Leicester and he gave him a lot of insight on which grants we should be going after; Homeland Security Grants because of the Wachusett Reservoir. If selected for this position, that is something that he would be going after. If you can cover any cost of your budget through grants, then it is a success. The Grant that he was apart of that he was most happy about was the State 911 Grant where they received improvements for the PD; ballistic doors, panels and windows. They would never have been able to make those improvements without that grant. He also was a part of the Burn Grant which got key fobs for the entire station. He worked on these grants with Sergeant Thomas.
4. Greatest Success would be becoming a parent. John adopted two children. Seeing his son develop and overcome some obstacles has been unbelievable.
5. John stated that one of the greatest things to come out of the Police reform is centralizing all law enforcement records. Internal Affair records are now all centralized. Need to be transparent with our officers and be transparent. A second one would be having clear guidelines with how to use force. Previously there were very loose policies and procedures, and the use of force is not one that should be loose. You stay on top of these things by attending regular Chief of Police meetings, speaking with other Chiefs and other departments, and doing your own research. When in doubt, you contact the Secretary of Public Safety. You have to stay on top of it because if you don't, it gives the impression that you are trying to hide something and in Boylston, we do not have anything to hide.
6. John fully supports community Policing and strongly believes that we are in the current climate that we are in is because we got away from that. John has been very successful because he has rooted himself in the town; Talking to people all over town and gets

involved as it's the only way to get involved in the community. It took many years to develop these relationships but now that he has them, he knows a good number of backstories. John stated that when he started the partnership with the school was not great. He took it upon himself to get to know the kids and get involved in the schools. He went to different trainings and set up LEAD – Law Enforcement Against Drugs. Teaching the program was not his main objective, it was getting into the schools and having the kids recognize him as a human being first rather than an officer. Having a mutual amount of respect is something that can have a major impact on kids. Getting involved in the community is necessary. During COVID where the call volume was low, John started a mobile food truck. 8-10 truckloads of food were delivered to the local food pantry/church. He believes that the PD needs to be more involved in local groups such as the Lions Club. You need to show the community that you are not just collecting a paycheck and that you care.

7. On one of his Police Departments an admin staff member was fairly reckless and because of it, we lost a few really good Police Officers. It still bothers to him this day that he did not speak up and kept his mouth shut. He vowed to himself that from then on, he wouldn't do that. Now, if there is an issue, he tackles it head on. Professionally, civilly, but addresses it. He made it a priority when he was promoted to Sergeant.
8. John talked about this in his interview with the Search Committee and although it may not sound significant, it changed the level of stress that the people who were involved had to deal with. Parking issue at manor park; this past summer we received a phone call, and he did not think much of it. When he arrived down there, you could not get his cruiser down the street. He spoke with a few homeowners who confronted him, he validated their concerns and opinions and confirmed that there was an issue here. They had been dealing with this issue for many years and no one listens. John got creative and put together some no parking signs and shut down parking on one side and it turned out to be successful. Speaking with the homeowners, he received feedback that they were very happy. He promised them that he would do it again next year and just asked that they reach out ahead of time. John stated that it may not sound like it was a big deal but to the people who lived there that could not get out of their driveways, it was.
9. John stated that there are always other personalities; everyone has a different view/interpretation of the scene. If his senior officer has a plan in place, doing it to the letter of the law, and keeping up with morals and values instilled in the Boylston PD – he will let it go. If he has an issue with what he is doing, he will pull him aside respectfully, listen to him and offer a different way to go about it if needed. Not overacting to a situation that is perfectly under control, and having a coaching session afterwards is how it can be dealt with. Just because you have the most years on the job, does not mean you have the most up to date knowledge or practice for the job. When you see something that an officer is doing wrong, and you don't educate them, you have failed.
10. John stated that in his role as a Sergeant, Budgets are not something that he is regularly apart of. Knowing that, John enrolled in his second master's program for Public Administration. He spoke with Chris Bissonnette, Chief Flanagan, Steve Mero, and April Steward to gather information on the budget; requesting previous years budgets to review. From what he understands, you use historical data to project future costs and add inflation. One thing he noticed about the PD budget is that the expenditures have stayed the same. John thought it was strange to see different departments using the same services and paying

separate costs when we should be bulking them together to save costs. He brought up grants that would be with the budget and plans to look into those if chosen. Time off has not really been regulated and believes that a way to help with the overtime budget would be limiting the amount of people that are off at one time. This would be fiscally responsible but from a public safety standpoint, you are doing a disservice to the community. By limiting the amount of people, you have off at one time, you are hopefully reducing the overtime costs. John believes that it would be a relief to the other officers and help with morale.

11. As generations grow older, there seems to be a disconnect with older generations and technology. We are kind of in that tough spot where many members of our community like that personal interaction, but as we develop and younger people move here, they are technology driven and we see that in Police Departments as well. With Police Departments not evolving with generations and not being reflective of their community, it is going to impose an enormous challenge for the rest of us. We must stay in the current times and use the resources that are available and reflect the community. Branching off of that, you are losing that community aspect. We need to use technology and make it more convenient for our residents, but also move ourselves into the community and involve ourselves in the community; meet both of their needs.
12. Disciplining comes in many forms; you coach. It can be informal where you see someone doing something that you do not agree with and you coach, or it could be more formal where it is a write up or even go up to a suspension and or termination. I am in a unique position being involved in internal affairs as a supervisor as well as a Union President. I have been in situations before where information was brought to my attention from outside sources and after focusing in on it, it led to a dispatcher's termination. There have been other situations that have been brought to his attention and that resulted in write ups, and others as verbal council. The main point is that all situations were documented. You must have documentation and be neutrally transparent across the board. When you have those clear levels of expectations, it shouldn't come as a surprise to someone who messes up when they are spoken to about it. Operate the same throughout the organization with the same standards and you're going to get the same result; that is the biggest way to hold people accountable. One thing that he learned in his Public Administration classes is that public praise is something that does not happen often, and your supervisor shouldn't only be talking to you in a negative fashion. If you have a good employee who is doing their job well and consistently, you must recognize that. John has placed discipline letters in employees' files but has placed way more "good boy" letters in their files more.
13. John mentioned that budgets would be his initial goal. Late December, budgets are due. Outside of budgets, job satisfaction. Keeping employees happy is a way to make sure they don't leave. Also, happy employees' equal better workers. If selected, he would like to hold a department wide meeting and see what people want out of their careers and what people need out of their careers. It will help build camaraderie and a mutual level of respect. Setting those clear guidelines and expectations on what is needed from the staff and taking in their concerns to reevaluate how they should move forward in their career.
14. Jamie asked John if there was anything they have not discussed that he would like to say, or if there are any questions that John has for the board. John reflected on a moment when he was dealing with a kid at Tahanto and the kid told him that he hopes he could be a Police Officer one day. John remembers laughing because he was that same immature kid at one point. It hit him that the Police Chief position is very powerful and can affect so many

people. There would be no greater gift in his career than sitting in the Chiefs office one day, reviewing applications and seeing a kid that he has guided and or mentored and give them the same chance that he was given; what better way to reflect in the community.

The Board thanked John for coming in and let him know that they will be deciding at the meeting being held tomorrow afternoon.

Candidate: R. Scott Mills:

The Board thanked Detective Mills for coming in and Matt read a few housekeeping items.

Richard Scott Mills. Married to a wonderfully supportive woman for 15 years, Lives in Auburn, MA. Has four children, a small dog and two cats. Has his master's degree in criminal justice from Anna Marie College and a bachelor's degree in communications from North Adams State. When he's not at work, loves to read and stay physically fit. Has been a Police Officer since 1993. Has been a supervisor/detective since 2013, thought his current Chief would be retiring but has not yet. He is a highly trained Police Professional; the job he believes he was meant to do. He loves to help people and be around people. He believes in community engagement and is looking forward to this opportunity and is humbled to be here in the first place.

1. Boylston reminds him of the place he grew up, small town, rural area. It's a close-knit community. A town of less than 5,000 residents and not a lot of commercial area. He drove around town and it's clearly a community that supports Police Officers – Back Boylston Blue signs everywhere. Read up on various issues in town, read about the housing survey and saw that there is a high percentage of voters in the community. Believes the Police Department would be a good fit for him. It is a younger Police Department and believes they would benefit from his 20+ years' experience.
2. R. Scott believes that establishing a culture with those values would be the key. People need to hold themselves accountable. People in this field already have high integrity, but you need to make sure that it is engrained in the culture of the department. Eyes are always on you as a Police Officer and establishing that culture is one of the biggest challenges. When you are home on your off time, you know good decisions are made. You need to hire well also. Hire hard, manage easy.
3. R. Scott has extensive experience in grant writing and development. He worked on grants for 10 years in Auburn PD. The one he is most proud of would be the School Safety K9 program; provided services for all towns in Central MA. He helped develop the program and had to fight with the State Police to establish it. He wrote and prepared budgets and worked on grants for a long time.
4. One of his greatest successes in Policing would be establishing the social media program for the Auburn Police Department. They were not doing enough community involvement, Facebook, Instagram, and Twitter pages. There are multiple projects that came out of establishing the social media pages: Pink Patch project and the Autism Awareness Patch program which have led to great communication between different groups. He also established the YouTube page to put the bodycam footage up there so that you can see the entire, unredacted footage instead of the three seconds that the media tends to put up there.

5. Establishing the Police Officers Standards. MA Chiefs asked for a post system, we were one of the few states who didn't have them. It's a great idea as long as it works as its intended. Other important items are autism training and deescalating training: Training overall is very important. Its going to require adaptations as to the way they do things, and he doesn't agree with every single portion that he read about it but its still a work in progress on how it is fully going to be implemented. We will just have to pay attention and make sure there are mentors in the field to give guidance on how things should be implemented.
6. Certainly, willing to be involved in community events. Not going to sit here and tell you that he grew up dreaming about becoming the Police Chief in Boylston. This community seems like one that is very accepting however, you must immerse yourself in that community to get everyone to know you are involved. He believes in an open-door policy and would be out and be seen. He liked the working Chief aspect to this role, very appealing. He is still a working Police Officer and has a lot to give. He would want to be accepted here and beyond the Police Department and gaining acceptance, it goes to the community as well. You must be approachable and be open and have those conversations with people.
7. Has been a supervisor since 2002 and always thought that he could motivate people and tried to motivate people the way that he was motivated. Learned that motivation is an emotion, and you don't make great decisions when you are emotional. The failure was that he thought he could motivate the younger officers; first FBI leader class he learned that the guys did not respect him. The more he pushed, the less they did. After class he went to them and spoke to them and was able to turn things around. People need to be inspired, not motivate. You must have a shared vision and share a mission. He has a passion about leadership and the art of leadership is something that he believes in. The first thing that you have to prove is that you are worthy of being followed. You must relate to people on a personal level.
8. Took over the Detective role in 2013 and inherited a group of senior detectives and tried to get more things done without that much overtime. He tried to adjust schedules and that did not go over well. He admitted that he knew walking through the door what would fix it and thought he had the answer. There was a little push back and the officers were not very happy. He realized that he was the problem. He reversed it and had a team meeting to discuss it. The reverted back to the original schedule because it works. Part of being a police officer is being happy and you want them to be happy at work. You don't want them to bring their work home. What I learned was that you must talk to those people and respect their opinions and it's a hard thing to learn but he is glad that he did.
9. Primary responsibility of Police officers is to protect, maintain and restore peace. If the officer has the scene under control and operating under the policies and procedures of the law, and as long as nothing that is being done to violate those things then there would be no reason to interfere. You can discuss something with them after if you have an opinion but it's not an excuse to change anything just because you outrank them.
10. Has had some experience with Police Budgets, line-item budgeting. He believes that it's the simplest type of budget since you are working from previous years budgets. If you are told to level fund, you must find places to make cuts if you can. There are injuries that occur that are uncontrollable and would work with the department members and speak with the administrative assistant to see where budgets have gone astray. You can look at

previous budget to see where things could be fixed. He would want to sit down with the union/admin assistant and see where they could save money; no one wants to overspend.

11. The most important thing is maintaining trust. You can't lose the trust of the community, department, or town employees. The way you do that is being transparent and truthful in all your conversations. You must be fair courteous and honest. Maintain public's trust is the most important, without them you don't have anything.
12. Believes in progressive discipline and believes that it can be a positive thing when you establish what the standards are, and expectations are. Under his command there would be minimum expectations. If you exceed those expectations, that is when you possibly get rewarded with training opportunities or creating specialty positions. He has had to use progressive discipline previously and it was on the longest tenured employee. She was an excellent dispatcher but had horrible customer service. She failed horribly multiple times and we started with written reprimands and suspensions and eventually it led to termination. No one wants to get there and have someone lose their job, but you are holding that person accountable for their behavior and if they continue to not get the message and change their behavior, this is a helpful tool.
13. First primary goal would be establishing the culture. There is a difference between stability and stagnation. You can have stability by getting that culture embedded in that department and training that culture; everyone is operating with transparency. That culture carries forward and goes on. At the end of the day, its establishing that culture that goes forward. For him, he really believes that he can share his past experiences in training to make the department a better more well-trained place.
14. R. Scott Mills stated that he is very humbled by the opportunity. He purposely did not reach out to anyone that he knew on the department but believes they are ready for a change. There are two things that police officers hate and that is change and the status quo. He believes that they are ready for a change and that his skill set gives them the best chance to sustain that greatness going forward.

Candidate: Cody Thomasian:

The Board thanked Cody for coming in and Matt read a few housekeeping items:

Cody is currently a Sergeant for the Boylston Police Department. He has worked in Boylston since 2015 and started in law enforcement as a part time dispatcher with the Town of Paxton in 2011. He self-sponsored through the Worcester Police Academy. He was hired as a full-time patrolman at UMass in Worcester. Always knew he wanted to work for a municipality and took his first job at Sturbridge part time. Was offered to work in North Brookfield full time which was his hometown. He worked there two years, but there was little opportunity, so he applied for Boylston. He took steps to grow and became a Sergeant, realizing that their was a lot of potential with this department. Cody mentioned that he had a few accomplishments that took place while working in Boylston:

- A). Policing Model and Programs: Created Facebook page Grown to about 4K followers
  - a. Replacement of Halloween Party with Trunk or Treat
  - b. Awareness patches, raising funds for EMT, adding scholarships for graduates from Tahanto



B). Communication System: Has been a lot of work but feels that it is important for the Town departments as well as residents. They have applied for these frequencies, just waiting to hear back from the FCC.

c. Once those are issued, we can sit down and build out the system.

C). As Junior Patrolmen he asked the previous Chief about Policies and Procedures and he responded that they did not have any. Cody took it upon himself to write 61 policies and procedures for the Boylston PD.

Cody created a 5-year strategic plan for the Boylston Police Department and passed that out to the Board members.

1. Worked here since 2015. It's a close-knit community; grew up in a similar town. He knows that the community expects involvement from the PD and appreciates them.
2. Cody stated that this question goes back to policies and procedures. If you display integrity and has good ethical morals and standards, that will trickle down. He has high standards that he keeps himself to and would continue doing what he is doing now. He believes that he has earned the respect of the other officers and they know what is expected of them.
3. He recently filed for the e-citation grant, which is the first grant he has written. He didn't ask for permission, he just went for it. It allocated printers for the cruisers, they received 6 units for the 6 cruisers and the approximate value for the grant - \$700 - \$800 dollars per unit.
4. Cody stated that his greatest success would be getting to where he is now. He comes from a home filled with domestic violence and drug abuse. At 18, he packed everything up and left, got an apartment and has been on his own since. He has overcome those challenges and invested a lot into himself to be a good leader and overall be a good person.
5. Transparency is a large portion of that bill and people are calling for it. If you are transparent and develop a good relationship with the community and they understand how and why you do things, everyone wins. Training the officers on what reform is, what is going to change, and updating the policies and procedures to match those changes. Forward thinking: Reading and getting up to date on Police Reform as a whole
6. Majority of his time he spends on the 11pm – 7AM shift. Working overtime, he makes it a point to stop in at cheffes and other local establishments. Has a daughter and takes care of her when he gets out of work. Becoming Chief, he would be given the opportunity to go to these events and would be willing to attend town events that he has not been able to previously. He does attend ones that he can; Truck or Treat and Golf Tournament.
7. Greatest failure is when he finished his bachelor's degree, he took a break. Not sticking to the goal and getting his degree right away would be his biggest failure. It's been much harder after taking that break to finish.
8. When he was promoted to SGT, and although it was a great accomplishment for him, it created a tough work environment. Didn't seem to be resistance towards him, but resistance towards change. What he did to overcome that, he established communication, held true to his values and expectations, and waited them out. Overall, it was a very old school way of earning their respect. Continued to grind, continued to build support, and continued to make improvements in the department.
9. Officer on scene has discretion and as long as the officer on scene isn't doing anything wrong, he wouldn't step in. If there was something that he would like to address, he would

pull them aside later, not in public and discuss how things could have been handled differently. Private conversation at the end would be the most appropriate way to handle it.

10. Budgeting is something that he has limited experience in. He manages his home budget, but when it comes to the department budget, he would reach out to the resources around, including the Finance Committee and Town Administrator. He would sit with the Administrative Assistant at the Police Department and go over certain items. Some things have not been explored before and those can certainly be explored now.
11. One of the most challenging things about Police work today is fostering a good relationship with the community. We are very fortunate here in Boylston since we have the support of the community. In his 5-year plan, he discusses continuing the transparency with residents as well as holding an event to gather people in the community to come in and ask questions.
12. Cody believes that expectations are set from the start and officers need to hold themselves accountable. He believes that officers on his shift know he has expectations of them, and he expects them to hold themselves accountable. He would continue doing what they are doing now
13. If hired, Cody's has a vision for the Police Department – all in his 5-year plan. The Boylston Police Department has a lot of potential. If he was fortunate enough to be the Chief, he would sit down with the employees on the PD and ask for suggestions or opinions on what needs to happen to the PD. He would take all their opinions and suggestions and formulate those with his plan and go from there.
14. Cody hopes that he was able to communicate that he is extremely dedicated and invested in the Boylston Police Department, he is a younger officer and has had other offers to go to other departments but likes working in a smaller town where he can build personal relationships within the community. It's important to work in a Police Department where they support you and not bring stress home to his family. Boylston has been a very enjoyable place to work, and it's been a great experience so far.

The Board thanked Cody for coming in and interviewing for the position.

Candidate: Scott Van Raalten:

The Board thanked Scott for coming in and Matt read a few housekeeping items.

Scott was born and raised in Upton, Massachusetts. After Highschool he went to Northeastern University for Criminal Justice. Continued to get his master's degree in criminal justice. After graduating, he got a job in Hopkinton in 2001. While he was a detective, he went to Law School; main purposed was for career advancement and if anything happened to him he could fall back on it. He didn't practice much law at all and in 2010 he was promoted to SGT and moved back to midnights. He was the first Detective Sergeant for the Town. The desire for law enforcement came at a very young age. Upton is a very similar town to Boylston; small town, spent a lot of time with the youth and schools.

1. Incorporated 1786 with just under 4,700 residents. Its 19.7 sq/miles. Surrounded by Clinton, West Boylston, Shrewsbury, Worcester, and Berlin. Water based. Main Routes are 140/70. Boylston has a regional school district with Berlin. The Police Department has 12 officers and a part time/volunteer fire department. Has spent a lot of time at the Police Academy and is very familiar with the area.
2. Recent events have put the spotlight on law enforcement not only locally, but nationwide. Part of that was the number of restrictions put in place from the reform bill, one of which is becoming an accredited dept. With that comes with certain policies and procedures and certain standards that the accreditation board wants to see. He comes from a department that is accredited. It was not an easy task, but those policies and procedures allow the officers to know what to do, who to call and gives them the framework on what to do throughout an incident. This profession has been under fire and building trust within the community is very important, but there needs to be framework for that to happen. If given the opportunity, he would meet with each of the officers and let them know what he expects from them, what they should expect from him. If any issues arise, he would sit with them and address those issues.
3. When he was a patrol Sergeant, he was apart of the traffic team. It doesn't matter which community you go to, traffic is a problem. We developed a three-part approach where you take the complaint in, an officer calls that resident back and explains to them the tools available. One of the tools is a speed spy which was bought by a grant. It monitors the traffic and can be placed on a telephone pole – no one knows its there besides the police. They can then use this information to help explain to the resident with the complaint about how traffic flow looks in their area. It was a traffic safety grant and would add a body on the road. This grant allowed them to buy the speed spy, trailer, and pay for overtime.
4. Greatest success is that he has been married to his wife for 15 years, and shortly after getting out of law school they decided they are going to have kids. Went through 8 rounds of IVF. Took 8 years. Got two great boys out of it. Maintaining our marriage through the difficult times was a great success and he is grateful for those kids every day.
5. After learning more about the Police Reform bill, it doesn't change a lot of what police do. One of the good things that came out of it was a certification process. Another thing that came out of the bill that comes with anxieties is accreditation and getting on board with going through that process. Accreditation makes you keep up with the times as the world progresses. As Chief, the greatest thing that he can do it is keep up with this. As a profession we are not very good at documenting what we do. Rather than kick and scream, we should embrace it.
6. When he was a patrol Sergeant in Hopkinton, it used to be somewhat like Boylston. Its grown exponentially. There has been a large influx in the Pacific Asian community. He reached out to them and let them know that the Police Department is there for them if needed; they tend to stay to themselves and not reach out to the PD. As the department grew and the community grew, he felt that it was important to make sure that the businesses did not fall off the radar. Implemented an officer to sit with businesses and go over some items that they may want to consider; cameras, lighting and other security measures that they may be interested in. He also created a camera registry. It was a voluntary registry to businesses so now we have that list if anything comes up we know who we can reach out to. Regarding the community, the Chief must be a part of the community. You must attend events and make yourself accessible. He would come out on the road and come out to the

events where people are going to be at. He understands that this is a working Chief. He loves doing this job and that was a huge reason as to why he applied.

7. When he came a SGT he ended up supervising a childhood friend. He came onto the department 8 years after he did. He knew his relationship with him would change. His friend was going a little rogue and he needed to have a difficult conversation with him. Ultimately, he did lose his job – he was under the illusion that he could bring him back and get him onto the right track. As a supervisor, not being able to correct the behavior was difficult; tried to get in front of it and takes the responsibility for it still today.
8. Leadership wise, being a Sergeant is one of the most difficult positions within the department. You are part of Administration, but still wants to be one of the guys. When an order comes down from the Chief and you must give it to the guys, you have to put a bow on it and pretend that it was your idea. Traffic was an issue. Worked on it multiple times with other officers to try and solve the problem; school traffic. Came up with a plan and are testing it out currently.
9. If at the end of the day, if the job gets done and it is legal and ethical, he doesn't care how it gets done. Makes sure that certain standards are maintained, and it is done in a professional manner. He embraces that. He doesn't plan to turn this department into Hopkinton. He hopes that he takes some things that they do well from Hopkinton to turn Boylston from a good agency to a great agency.
10. Fortunate that their Chief has allowed the Sergeants to be involved in the budget discussion. He would guess this budget is no different than Hopkinton's budget. One thing that he found to be an effective way to monitor that is to monthly go through the budget to see where they are at. Come April, June, he's not sitting there saying where did the money go. He suggested having a staff meeting once a month with the admin and other members to go over the budget. They previously had extra money in the overtime budget, and he spoke with officers to come up with ideas.
11. Image is the biggest issue currently. He drove through the town and saw a lot of Support the Blue lawn signs. Communities like this like their Police Department. One of the things that we never did well was marketing. They never really put themselves out there to show the public what they do. Departments get on Facebook to post what they are doing but not much else. The Chief needs to push those initiatives out there and show what the department is out there, not just when they get a call. The more positive things that the community sees, the better the trust and credibility the Police Department will have. We are here to serve the community, public servants. You must have normal conversations with people instead of always having hard ones.
12. Firm believer in progressive discipline. Everyone makes mistakes, some of them are inadvertent and some are intentional, and the intentional ones are the ones that he has problems with. He would hold a senior officer more accountable than a new officer. He has seen officers change for the better after a verbal warning or written warning.
13. If hired, his initial goal would be getting in line with the reform bill. There are dates and times that need to be met. Another goal would be to start the accreditation process, getting the policies together and the union on board. He would like to sit with each of the officers, Selectmen and Town Administrator to get a better understanding of what the issues are and what the expectations are. We can help retain these officers - if you break down the amount of money that Boylston has spent on these officers, they would be surprised. You want to

keep your staff and make sure that they are happy and not leaving to serve another community.

14. Scott did not have any questions for the board. He hopes that he gave the board a clear picture of who he is and what he is all about. He thanked the search committee for their time and effort on this. He also noted that its welcoming to see that officers are interested in the process and also that there are officers who want to go through the process. He did ask if the decision was going to be made tonight or is it going to be made tomorrow. Matt stated that they will make it during tomorrow's meeting and get back to him. The Board thanked Scott for coming and appreciates his time.

*At 6:26 PM, Jamie Underwood made a motion to adjourn, Seth Ridinger seconded. Voted all in favor.*

Meeting Materials:

Agenda

Cody Thomasian 5-year Strategic Plan

On File In the Board of Selectmen's Office

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