

August 4, 2020

**Police Chief Search Committee Meeting**

**August 4, 2020**

**Town Hall**

**1:00 p.m.**

**Virtual Meeting**

**Present:**

**AMENDED**

Mr. Klaus Hachfeld  
Ms. Kristen Leo  
Mr. Reed Hillman  
Mr. Shane Woodson

**Staff:**

Jeff Bridges, Town Administrator

**Mr. Jeff Bridges called the meeting to order at 1:00pm.**

**Mr. Bridges read the following statement:** Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting law, G.L. c. 30A Section 18, and the Governor's March 15, 2020 Order imposing strict limitations on the number people that may gather in one place, this meeting of the Sturbridge Police Chief Search Committee will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation can be found on the Town's website at <https://www.sturbridge.gov/town-administrator/pages/how-access-virtual-meeting>. For this meeting, members of the public who wish to listen and or watch the meeting either online via the Town's on demand video broadcast, on cable television on channel 191, or dial into the meeting at 774-304-1455, enter 1428# for the meeting number and 12345 for the access code. (This phone number is only active for the public during public meetings). No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town's website an audio or video recording, transcript, or other comprehensive record on the proceedings as soon as possible after the meeting.

Mr. Bridges started the meeting saying that they will review prior meeting minutes at the next meeting.

Mr. Bridges said that they will discuss the process of the initial review of the candidates, stating that he had 14 to 15 candidates with resumes that the committee also had copies of. Mr. Bridges said that Chief Woodson had shared a preliminary matrix for the rating of the candidates that he would like to go over to see if the committee had any modifications that they would like to make.

August 4, 2020

Mr. Hachfeld said that he did not receive the matrix or agenda. Mr. Bridges shared his screen displaying the matrix and asked if the committee had seen it before. All of the other members of the committee had seen it.

Mr. Bridges reminded the members of the committee of how at the last meeting, the committee had talked about developing a matrix to narrow down the field of candidates to a manageable number to interview. Mr. Bridges said that the scoring matrix was the first part of the process in narrowing down the first round of interviewees.

Chief Woodson said when he sent it to Mr. Bridges; the matrix only equals 90 points, saying that it is a rough draft and that the committee could add/deduct points or add another section to get it to 100 points. Mr. Hachfeld said they may find that there could be some attributes that some candidates could have that they do not take into account with the matrix as it stands and that they could suggest to the committee to come to a conclusion as to how many points to assign to that attribute. Mr. Hachfeld asked if the columns are not the final columns but rather something that is decided between the committee. Mr. Bridges said that is correct.

Mr. Hillman pointed out the "Current MA Police Chief – 25 points" and the "Current MA Police Official – 10 points" section on the matrix. Mr. Hillman suggested taking the "Current MA Police Chief – 25 points" and the "Out of State Police Chief – 15 points" and combining them to 40 points but to add wording that says "current MA Police Chief or with equivalent supervisory leadership experience in a similar agency" which would make out-of-state candidates viable. Mr. Hillman stated that although the committee could allocate points as they see fit, with a third of the scoring in the first two columns, it limits the pool. Mr. Hillman said that he looked at all of the applicants and is already down to four candidates that he prefers.

Mr. Bridges asked Mr. Hillman if wanted to add a column but Mr. Hillman clarified that he just wanted to change the first column to read "Current MA Police Chief or with equivalent supervisory in leadership experience or a similar agency" for 40 points and eliminate column E ("Out of State Police Chief – 15 points"). Mr. Bridges asked the committee what they consider "similar leadership experience" and Mr. Hillman said that is what the point system is for and gave the example of how they have a highly experienced candidate from another state who is in the Drug Enforcement Agency (DEA) who is not a Police Chief, so he suggests amending column A to reflect that other candidates could have similar supervisory leadership experience than a current MA Police Chief without being a current MA Police Chief. Chief Woodson agreed with Mr. Hillman's suggestion. Ms. Leo asked if someone is a supervisor, how many people the committee is expecting them to have experience with. Ms. Leo asked if there is a difference with a small or large department at DEA that has 25 reports. Mr. Hillman said that you points can be accessed anywhere along that scale whether someone is a Sergeant with one report rather than a Deputy Chief that has 40 direct reports, saying that they can read it as they see fit. Ms. Leo said that judging by what she read from the resumes, they could work with that.

Chief Woodson asked about the budget details, saying that he purposely left it vague for review. Chief Woodson said that as a Chief himself and working with other Chiefs and witnessing other candidates coming from large agencies taking over small departments, they have never seen a budget. Chief Woodson said that as a Chief of a smaller department, they are responsible for

August 4, 2020

their budget and that is not the case in a larger setting. Chief Woodson said that he has worked with people who are in the command staff of New Haven, CT and that if they take over in a local capacity, for example, they do not know about overtime budgets, operating budgets, personnel, how much medical insurance costs. Chief Woodson suggested that there should be more than 10 points awarded to the section about budget experience, as part of Administrative duties in their job. Chief Woodson gave another example of getting a candidate from the DEA who was also in charge of operations of their unit with 50 or so direct reports. If they had to do the budgeting for those 50 reports, he thinks it should be a boost for that candidate. Mr. Hachfeld said that budgets are important and Police Chief has a responsibility for the budget.

Chief Woodson asked if the committee wanted to reword the section that read "Current MA Police Official", saying that he read that as a Sergeant and up but not yet command staff where you are a Chief or Deputy Chief. Mr. Bridges said that if the committee can agree on a definition's official, meaning someone in a leadership or supervisory role, then that is appropriate. Chief Woodson said the committee would get to the 40 points if they voted on that, for the "Current MA Police Chief or equivalent" and "MA Police Official below the rank of a Chief". Mr. Bridges clarified that in the first column, the candidates do not have to be a Chief but they do have to be a supervisor. Chief Woodson agreed and asked how they wanted to score it. Mr. Hillman stated that he was comfortable with the way it was because the first column gives no points to someone from Massachusetts but the second one does.

Mr. Bridges stated that he would like a column for administrative experience because budgets are one item the administrative side of the house such as grant writing, communications, etc. is important too. Mr. Bridges asked the committee if they wanted to put something about administrative experience with an administrative officer in a department that did human resources and recruiting. Chief Woodson said that there is still a 10-point buffer, so adding another column is possible to get to 100 points.

Mr. Bridges said that he saw the FBI Academy of Quantico and other classes in Worcester and other places in reviewing the resumes. Mr. Bridges asked when the applicant says "Academy", if they are talking about Quantico or FBI schools. Chief Woodson said there are differences in those where the FBI Academy is a 10-week program, which is the national academy. Per Chief Woodson, there is a difference between a 2-week training as opposed to the national academy held in Quantico. It was Chief Woodson's idea to put the "FBI – Academy" section at 10 points but said that the committee can be more specific if they wish. Chief Woodson said that he would not give 10 points to candidates who went through the 2-week training that many people go through and the 10 points would be for the national training that is much more difficult to get through. The committee agreed.

Ms. Leo asked if the committee wanted to ask for Police or Administration focused Master's Degrees or a more general one. Chief Woodson said he saw that the candidates had Master's Degrees in policing and law enforcement. Ms. Leo said that she thought that she saw some other resumes with Administration and wanted to clarify it for anyone who was looking at these rubrics after the fact. Mr. Bridges said he thinks that it is more and more common that Public Administration becomes a Master's degree track for many police officers. Mr. Bridges asked as an example, if they had a Master's degree in Criminal Justice, would the committee weigh that,

August 4, 2020

where they get 5 points for that Master's degree. Mr. Hillman said that the two issues for him is what the degree is in and where the candidate got it. Mr. Hillman said that he does not feel obligated to give points based on words on an applicant's resume but said if it was for Criminal Justice or Public Administration from a recognizable institution then he would give points. Chief Woodson agreed.

Mr. Hachfeld wondered if they are not really looking at a two-part process, saying that if there are four candidates who are clear leaders and well scoring then the committee does not need to spend a lot of time on points that might be different between candidates. Mr. Hachfeld wondered if the committee could use the modified matrix to rank candidates individually, then for second phase take the top four or five candidates, and now modify the matrix to more clearly establish the top candidate. Mr. Hachfeld suggested scoring it once with a now modified matrix, then taking the top four leaders and asking if there are additional attributes that the committee is looking for, followed by running the matrix again on them. Mr. Hachfeld asked if the committee was willing to do a two-part process moving forward, saying that if they were to interview three, four, or five candidates, if they got a solid three candidates, alternatively at that point they could put them in another matrix if there were a lot of divergent views in the group. Mr. Bridges said he wants to see where the members of the committee come out with their top four and five candidates, looking for consistency. Per Mr. Bridges, if everyone chooses their top five candidates, which are spread out between 15 candidates, then they will have to narrow down that field. Mr. Hachfeld suggested looking at what they come up with after the first pass of it. Chief Woodson looked through the resumes and in knowing the job, already had a few candidates in mind based on their qualifications in their resumes. He also suggested that once they interview, they might see people who rise to the top who may change the opinions of the committee. Chief Woodson suggested doing another matrix if the candidates are close.

Mr. Hillman asked Mr. Bridges if he was the appointing authority or if they are sending one name to the Board of Selectmen and what the process was going forward. Mr. Bridges said the committee recommends a name to Mr. Bridges and he would make the appointment. Mr. Bridges would then bring it to the Board of Selectmen and they would either ratify or reject, stating that the Board of Selectmen cannot pick someone over him but they do not have to accept the person that Mr. Bridges appoints. Mr. Bridges said that the person to get to the interview stage determines how the person fits with the community, how they address people, and how they interact with people. Mr. Bridges expressed that is about finding the intangibles that are not on paper like their resume.

Mr. Bridges said that the committee will spend about two to three weeks of time working on the matrix and then he will get those collated. Mr. Bridges asked if the committee wanted to sit together and go over their top five finalists individually, or get the scorings in and average them to get the average five finalists. Mr. Hachfeld said that in looking at the top five candidates, if there is a stronger indicator that the top candidates are, then they could judge it based on the first pass and that they could discuss it in the future.

Mr. Hillman asked if Mr. Hachfeld would be giving them a spreadsheet where the candidates that they would rank with their numbers and then after Mr. Hachfeld compiles all the spreadsheets, then they could discuss after and Mr. Hachfeld confirmed. Mr. Hachfeld said that

August 4, 2020

Mr. Bridges will revise based on their discussion today, he will take it and put it into the spreadsheet and simply add up the scores based on what they put into there. Mr. Bridges asked if Mr. Hachfeld will send out the spreadsheet and if the committee members will fill it out, save their copy, and send it back and Mr. Hachfeld confirmed. Mr. Hachfeld said that there would be one spreadsheet for each of the five of the committee members. Mr. Hachfeld said that if there is an error in it, it will become self-evident very quickly and they can adjust it to suit. Mr. Hachfeld said that Mr. Bridges will send him the modified points on matrix and then he will enter it into the spreadsheet and then with the totaling system already in the spreadsheet, he will send it out to everyone. Mr. Hachfeld explained that he puts the date in and when it is printed, the file name will print out along with the spreadsheet answers so that they are all on the same page. Mr. Bridges asked if the first page would be a summary and different tabs per candidate. Mr. Hachfeld confirmed saying that the spreadsheet will have six tabs total, five of them being each committee member and the sixth tab being the average based on the criteria that was set up. Mr. Hachfeld said that he would make it so they could comment on it and make changes as necessary.

Chief Woodson asked what the timeframe was on getting their scoring submitted. Mr. Bridges asked everyone to send their spreadsheets back to Mr. Hachfeld by August 25, 2020.

Mr. Hachfeld reiterated that he would send the revised matrix to the committee for review but Mr. Hillman said not send it to everyone so that he does not violate the open meeting law. Mr. Hillman suggested sending the matrix to only Mr. Bridges.

Mr. Hillman suggested that the letters of recommendation that came in with some of the applications be disregarded since the committee did not advise them to submit them and it would not be appropriate since not all of the candidates would be on the same page. The committee agreed. Mr. Bridges said that they might weigh in once they look at references but in this part of the process, it is not appropriate.

In other business, Mr. Bridges said that he sent out the request for proposals (RFPs) to the agencies for background checks and that they are waiting for those to come back. Mr. Bridges said that they will have a selection of firms to look at who could do the background checks on the finalists for the committee at the next meeting.

Mr. Bridges asked if the committee had any other recommendations or if they wanted to request any items for the next agenda. Mr. Hillman reminded Mr. Bridges to put on the approval of the Minutes.

### **Adjourn**

**Motion: To adjourn at 1:38 pm By: Mr. Hillman**

**2<sup>nd</sup>: Chief Woodson**

**Roll Call Vote:**

**Mr. Klaus Hachfeld: YES, Ms. Kristen Leo: YES, Mr. Reed Hillman: YES, Mr. Shane Woodson: YES, Mr. Jeff Bridges: YES**

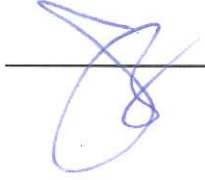
**Vote: 5-0**

August 4, 2020

Adjourned at 1:38 pm

Minutes prepared by: Alex McConnon

Date approved:

A handwritten signature in blue ink, consisting of a stylized 'A' or 'M' shape, is written over a horizontal line.

Signed:

11/18/2020