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**Town of West Newbury**

**Board of Selectmen**

**Wednesday, April 10, 2019 6:00 P.M.**

**381 Main Street, Town Office**

**Building Minutes of Meeting**

**Open Session:** 6:00 p.m. in the First Floor Hearing Room

Attendance:      Selectmen:                      Joseph Anderson, David Archibald, Glenn Kemper  
                         Town Manager:                      Angus Jennings  
                         Police Chief  
                         Candidates:                      Daniel Jones, Michael Dwyer, Jeffrey Durand  
                         Also in attendance:              Jennifer Solis

The meeting was called to order at 6:04 p.m. by Chairman Kemper.

**Regular Business**

A. Interview with Police Chief Candidate 6:00 p.m.

**Candidate Daniel Jones**

**Selectman Anderson: How would you address the Opioid crisis?**

There would not be any deals on the street corners; it won't be in the open. The most important would be prevention. Education starting when people are young – e-cigarettes. Reintegration with housing, jobs, church and reintegrating with family.

**Selectman Anderson: How would you incorporate social media or not in the Police Department?**

Absolutely. With twitter you would need someone dedicated with the right sense of humor. Facebook is a little easier. You have to entertain not just inform. In Bangor, Maine A Sergeant is dedicated full time on Facebook; he is very funny and has a following.

**Selectman Anderson: How would you handle hiring and promotions?**

Hiring is tough right now in Law Enforcement. There used to be 100 candidates for a job. It is better to leave a spot unfilled than to hire poorly. Having a reputation as a good place to work is important. Money is a short term motivator.

I don't like tests as a rule. People can study for a test. This may or may not equate to a good leader. If two candidates are equal I would look at experience or education. The important issue is to be consistent.

**Selectman Anderson: Coming to Massachusetts from Maine can you give some specifics as to how you would address the changes in law?**

I have connections to other abutting and regional chiefs. I would reach out to them to learn the procedures and thresholds of this state.

**Selectman Archibald: The population in Massachusetts and West Newbury is aging. What changes do we need to address?**

There is a need to be proactive in reaching out. Daily calls to seniors are a fabulous thing, making sure they are aware of our services.

**Selectman Archibald: Could you give us some examples of innovative policies and procedures you have integrated?**

Citizen Police Academies. This program was 10 weeks, 1 night per week for 2 to 2 ½ hours. There were young people perhaps interested in a Law Enforcement career but there were also some older participants.

**Selectman Archibald: We have had turnover in the Police Department in the role of Chief in recent years. How would you build consensus?**

You need to build personal relationships. You would let people make decisions and then hold them accountable for those decisions. This gives people job satisfaction.

**Selectman Kemper: What is your philosophy on the position of School Resource Officer?**

The School Resource Officer is most important and is one of the hardest and most political jobs in the department. This officer first and foremost needs to build relationships with the kids. They serve as mentors along with teachers and trusted resources. But they are also police officers. The SRO also has to communicate with other chiefs either directly or through the Chief.

**Selectman Kemper: What types of training would you like to see or institute?**

I prefer a lot of small trainings rather than a big one. There is repetitive training as well as mental health issues. It is a big challenge that you need to be on top of.

**Selectman Kemper: How would you handle contract negotiations?**

I wouldn't show my hand. You need to show a united front as management.

**Selectman Kemper: How would you approach a situation such as removing a license of an elderly resident?**

You need to hear and respect people. It goes a long way.

**Selectman Archibald: Different Chiefs have asked the Board for more officers to cut down on overtime expense. How would you address this issue?**

In Kennebunk, Maine overtime was addressed through management not extra people. If shifts are being covered, extra staffing needs a stated purpose. Policing is dealing with more State and Federal mandates every year.

**Selectman Kemper: In your role as Chief do you see yourself as sitting in an office, out on patrol or a hybrid of both?**

The officers need to see you as one of them. You need to be out in the community. I have to lead by example.

**B. Interview with Police Chief Candidate 7:00 p.m.**

**Candidate Michael Dwyer**

**Selectman Anderson: How would you approach the Opioid Crisis?**

I created the Narcan Program in town. I obtained the proper licensing and equipment which is now placed in all emergency vehicles.

**Selectman Anderson: How would you incorporate social media and should you?**

This is a really important part of law enforcement. I would assign it to someone in the department.

**Selectman Anderson: How would you go about hiring and promotions within the department?**

I would have a fair and consistent program. Great Bay Community College gives us a list of candidates. I would review the systems in place to meet the needs of the department and the community. Promotions I would be consistent and fair. This is important for the long term health of the department.

**Selectman Anderson: How would you translate your management experience in the Fire Department to the Police Department?**

I have worked with Chiefs in the private sector and handled million dollar contracts. I have transitioned the payroll and budget software. I have handled Capital Planning and fleet management for the department.

**Selectman Anderson: How would you approach interactions with the Finance Committee, Town Manager and Board of Selectman?**

I have knowledge of the inner workings of West Newbury budgeting. I would present articles to Town Meeting. I have done this as a member of the Fire Department.

**Selectman Archibald: The population of West Newbury and the state of Massachusetts is aging. What changes do we need to address?**

Safety in Schools and crisis management. Also access to the department. I don't think we need to change anything. We need to manage every incident professionally and effectively.

**Selectman Archibald: Give us some examples of things you have worked in and implemented.**

Opioids. Outreach to individuals with addiction. Working with them to find solutions and the opportunity to support them. I have also worked with the Council on Aging to provide food and clothes to those in need.

**Selectman Archibald: There has been turnover in recent years in the upper management of the Police Department. If chosen how would you build consensus and build camaraderie?**

I would build trust, have communications, and listen to concerns. I would address equipment and training needs. I would have open and honest communications. I would address the goals and mission of the department and work as a team for a common goal.

**Selectman Archibald: In regard to overtime costs, we added more positions to the department. It has not had any effect on the cost of overtime. Any thoughts on how that could be achieved?**

This department provides around the clock service. There is not a never ending pile of money. I would make it a priority to look at it and address it in the future to minimize it.

**Selectman Kemper: Could you tell us your philosophy on the School Resource Officer position? The Town being a Regional District how would you allocate that cost sharing with other Towns and or School Districts?**

We would need to revisit how we allocate that coverage for budgeting purposes. At any time the SRO can be called to respond to an incident if needed. The school is in our town and that is our responsibility. I would look for a better approach.

**Selectman Kemper: Do you see any new training that you would institute to make a better police force?**

Every month there is new training. Traffic safety, school safety and CPR training in the schools.

**Selectman Kemper: What do you feel is your role in negotiations?**

To make sure the department is properly funded and the needs of the department communicated to the Board of Selectmen and Town Manager. What the department needs to operate effectively and professionally.

**Selectman Kemper: How would you approach a sensitive issue such as removing the license of an elderly driver if necessary?**

With compassion and sympathy but also with safety for the other members of the community.

**Selectman Kemper: Some people do not have a good first impression when they enter the Police Department lobby and see bullet proof glass and a microphone.**

You have to put yourself in other people's shoes. I would walk around into the lobby and make sure that if someone has a need I will give them that attention.

**Selectmen Kemper: If chosen what kind of Chief would you be? Would you be in the office, in a cruiser or a hybrid of both?**

I would be a part of the community giving face to face support.

**Michael Dwyer additional comment.**

The transition must be done as a smooth transition. It means a lot to be part of this process.

**C. Interview with Police Chief Candidate 8:00 p.m.**

**Candidate Jeffrey Durand**

**Selectman Anderson: Opioids have become more prevalent with overdoses. How would you approach this issue?**

We have made some arrests. I would approach it through education and treatment to help with the crisis. Overdose deaths are down due to administering Narcan but overdose is **not**

down. Treatment is an important tool. It needs to start in the schools. Education is the big thing.

**Selectman Anderson: Do you think Social Media should be incorporated in the West Newbury Police Department or not?**

Social Media is everywhere today. The Police Department gets messages out in traditional ways and through social media.

**Selectman Anderson: How would you go about hiring and promotions within the department?**

The hiring process in place now is good. There is standardized testing, oral boards and comprehensive background checks. Policies have to be followed, tests given and oral boards given.

**Selectman Anderson: How would you interact with the Finance Committee, Board of Selectmen and the Town Manager?**

I can't do it by myself. I would talk with boards and committees to see their comments and needs, provide a level of service, and still be fiscally responsible.

**Selectman Archibald: The population of West Newbury and the state of Massachusetts is aging. What would you do to make sure the department has a relationship with residents?**

The Police Department does a good job providing assistance to the elderly. The Council on Aging also does a lot. We're pretty up to speed.

**Selectman Archibald: Give us some examples of innovative ideas implemented or were involved with.**

The Civilian Academy was popular and was in place for 4 or 5 years. We tried to get it going again. It was worthwhile. It went for 6-8 weeks 1 night per week. We drew younger and older people.

**Selectman Archibald: We have experienced some change in the Chief position in the last few years. People like consistency. How would you bring consensus?**

There is only one boss in the Police Department. You need to be fair and treat everyone fairly. Handle problems quickly, fairly and effectively. An officer should see things **through**

from start to finish. You also have to take into account that employees also have families and needs.

**Selectman Archibald: We have added positions in the last few years. The Board was told this would cut down on overtime expense and that has not happened.**

This is not the right time to evaluate that issue. We hired two full time officers. One finishes the Academy on Friday and the other in August. Once we are at full staffing with all officers on the schedule that is the time we will see that.

**Selectman Kemper: Your position on the School Resource Officer position? In Budgeting this position the SRO is not at the school for a full year. How should this be funded?**

The schools bring hundreds of people to town daily. Officer Dwyer has a good rapport. The SRO gets involved if there is an incident with a student at night. This is a very important position. The SRO is assigned by the Police Chief and is not a school employee. The SRO often responds to calls if needed. As far as funding, some towns fund 100% of this position and some receive reimbursement from the School Department.

**Selectman Kemper: With the Former Police Chief we had 10 full time officers including the Chief. How do you see the numbers?**

I stayed on the 4 and 2 shift to avoid any scheduling issues. I would have to see how the scheduling would fit and how things work out.

**Selectman Kemper: If you were selected as Chief do you see any need for any new training?**

There is always new training. The state mandates 40 hours per year, per officer including reserve officers. I'm changing the way we do the in-service training. The CPR instructor has to be trained by the Training Council.

**Selectman Kemper: How do you see your role in negotiations?**

I would work with both sides and be fair to both sides. I would be looking to keep the budget down and at the same time have a good contract for the officers.

**Selectman Kemper: How would you approach an issue such as having to remove an elder's license at the Department of Motor Vehicles?**

We file an immediate threat with the Registry. The bottom line is the safety of the motoring public.

**Selectman Kemper: Some people have a bad first impression when they come into the lobby of the Police Station and see glass and a microphone. How would you handle this?**

We go out into the lobby to deal with people. We might then go to a conference room to assist them with their problem.

**Selectman Kemper: What type of Chief would you be? Would you be in the office or out on the road?**

I would be doing a little bit of both. There are administrative things that need to be done. I would use a blended approach.

**Jeffrey Durand additional comments.**

The Police Department uses between 600-700 gallons of gasoline per month. We are now buying gasoline in Haverhill at \$.20 to \$.50 per gallon less. This is a savings of \$3,000.00 to \$4,000.00 per year. In purchasing the new cruiser we used a new vendor and saved money. We also did a cheap switch over with the Animal Control Vehicle. These changes have been working well so far. We also need equipment and training. I am looking for other ways to save money.

**D. Discussion of proposed Fiscal Year 2020 Line Item Budget**

Spreadsheet with recommended Town Manager changes and Finance Committee Minutes contained in the Agenda Packet. After discussion, Selectman Archibald requested more background information as to how these decisions and conclusions were made to make decisions.

**E. Follow up meeting assignments**

**F. Placing items for future agendas**

- 1. Auditor and proposed contract.**
- 2. Police Chief selection**
- 3. Board of Fire Engineers**
- 4. Town Manager Review**
- 5. Energy Advisory Committee – Municipal Vulnerability Preparedness Grant application and letter of support.**
- 6. Under Town Manager updates – Federal Reimbursement for the March, 2018 storms.**



**Motion was made by Chairman Glenn Kemper, seconded by Selectman Joseph Anderson to adjourn the meeting at 8:28 p.m.**

**Yes 3, No 0.**

**Respectfully submitted, Mary DiPinto**

**Approved by the Board of Selectmen 3-0 on March 16, 2020**