



**Town of West Newbury
Board of Selectmen
Wednesday, April 10, 2019 @ 6:00pm**

381 Main Street, Town Office Building

www.wnewbury.org

AGENDA – Revised

RECEIVED
TOWN CLERK
WEST NEWBURY, MA
2019 APR -9 PM 12:40

Open Session: 6:00pm in the First Floor Hearing Room

Regular Business

- A. Interview with Police Chief candidate 6:00 PM
- B. Interview with Police Chief candidate 7:00 PM
- C. Interview with Police Chief candidate 8:00 PM

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

- E. Follow up meeting assignments
- F. Placing items for future agendas



**COMMONWEALTH OF MASSACHUSETTS
TOWN OF WEST NEWBURY**

JOB TITLE: POLICE CHIEF (L11)

DEFINITION

The Chief of Police is the chief administrative officer of the Police and Dispatch departments and the final departmental authority in all matters of policy, operations, and discipline in both departments. He/she exercises all lawful powers of his/her office and issues such lawful orders as are necessary to assure the effective performance of the department.

Through the Chief of Police, the department is responsible for the enforcement of all laws coming within its legal jurisdiction. The Chief of Police is responsible for planning, directing, coordinating, controlling and staffing all activities of the department. He/she is also responsible for its continued and efficient operation, for the enforcement of rules and regulations within the Police Department, for the completion and forwarding of such reports as may be required by proper authority and for the Police Department's relations with local citizens, the local government and other related agencies.

The Police Chief is responsible for the training of all members of the department. The Police Chief shall have general charge of the station house and all property of the Police Department.

The Police Chief also serves as the Director of the West Newbury Public Safety Dispatch. They are responsible for the recruitment, training, required certifications, scheduling, and supervision of the dispatchers.

JOB ENVIRONMENT

Works under the policy direction of the Board of Selectmen, establishing short- and long-range plans and objectives and assuming responsibility for department results. Appointed by a three-member Board of Selectmen and works under day to day oversight of Town Manager. Required to work outside of normal business hours on a daily basis. Employee is on-call in response to emergencies 24 hours a day. Attendance at night meetings as requested.

Operates under M.G.L. Chapter 41, Section 97A.

ESSENTIAL FUNCTIONS

Ensure compliance with all laws which the Police Department or its officers have authority to enforce.

Organize, direct and control all resources of the Police Department to preserve the peace, protect persons and property, and enforce the law.

Develop a professional organizational structure for the Police Department. Recommends to the Board of Selectmen the hiring and firing of Police Department employees.

Department: Police

Date of Revision: FY 2019

Establish a routine of daily duties to be performed by officers. Designate an officer to serve as Commanding Officer in his/her absence.

Assign, detail or transfer any member or employee of the Police Department to or from any unit or assignment whenever he/she shall deem such action to be in the best interest of the efficiency, discipline or morale of the Department.

Institute an adequate and progressive program of training for members and employees of the Police Department.

Ensure that all members have available to them copies of the Department's Police Manual. The Police Chief is responsible for periodic review and up-dating of the manual to improve performance.

Promulgate all general and special orders of the Police Department and issue on his/her own authority orders, written and oral, not inconsistent with his/her powers, duties and responsibilities.

Plan and execute police programs designed to prevent and repress crime, to apprehend and prosecute offenders and to recover property. Modify these programs to meet current trends.

Provide for investigation into all cases of alleged misconduct by Police Department personnel.

Enlist the suggestions of members and employees of the Police Department to ensure maximum relevance and acceptance of all departmental regulations.

Keep him/her informed as to the affairs of the Police Department, ensuring that the duties and responsibilities of members and employees are being properly discharged.

Be responsible for the necessary delegation of authority to those under his/her command, commensurate with their duties and responsibilities.

Exercise general supervision and inspection of all licensed public places within the community.

Develop or adopt new techniques to improve the effectiveness in the discharge of police obligations of the Police Department.

Adopt a policy covering the safekeeping of all evidence and any property recovered, found or confiscated. Designate a member of the Police Department as Evidence Officer.

Be responsible for the necessary delegation of authority to those under his/her command, commensurate with their duties and responsibilities.

Maintain a personnel record system in which shall be kept all pertinent information on all Police Departmental members and employees.

Submit an annual report to the appointing authority outlining the activities of the Police Department.

Department: Police

Date of Revision: FY 2019

Submit a monthly report to the Commissioner of Corrections indicating the number of persons of each sex arrested. Classify such reports by type of offense M.G.L. Ch124, s.9.

Notify the State Department of Public Utilities within twenty-four hours after an accidental death by electricity or gas.

Notify the State Department of Natural Resources of any person presumed to be lost in the woodlands in their community.

Report to the State Division of Fisheries and Game any injury or death resulting from the use of a firearm, bow and arrow or other weapon while hunting or target shooting, M.G.L. c.131 s.60.

Promptly report to the appropriate authority all particulars within his knowledge, relating to injuries to persons or property alleged to have been caused by defects, obstructions or want of repair on any public street. Provides advice and counsel on Public Safety issues to Town officials and boards as requested.

Notify the Registrar of Motor Vehicles, on the appropriate forms, the particulars of an accident involving a motor vehicle which happens to be within the limits of his community in which any person is killed, or injured or where is damage in excess of \$500 to any one vehicle or other property. Ascertain, if possible, the name(s) of the operator(s) and notify the registrar of same.

Be responsible for the preparation and justification of the annual Police Departmental budget and for the control of all departmental expenditures.

Submit the appropriate data and forms for the purposes of compiling the Uniform Crime Report.

Maintain a personnel record system in which shall be kept all pertinent information on all Police Department members and employees.

Submit all such other reports as required by law.

RECOMMENDED MINIMUM QUALIFICATIONS

Education and Experience – Bachelor's Degree in criminal justice or a related field. Master's Degree in criminal justice, public administration or related field preferred. Over 8 years' experience in law enforcement, of which at least 5 years has been in a command capacity.

Knowledge, Ability and Skill – The Police Chief should have extensive knowledge of Massachusetts Criminal laws and Motor vehicle laws, the ability to supervise personnel and handle complex events as they unfold. The skill to manage, delegate responsibility and provide officers with the tools and support they need to do the job. Must have completed a basic police recruit academy, which has been certified or is certifiable by the Massachusetts Criminal Justice Training Council. Must possess a valid Massachusetts driver's license to operate a motor vehicle.

Department: Police
Date of Revision: FY 2019

Physical Requirements – The position is a working Police Chief and should carry the same physical requirements as required by the Massachusetts Criminal Justice Training Council for entry level officers.

09/2015 – Approved by Board of Selectmen
10/2018 – Revised by Board of Selectmen

DANIEL JONES

Gorham, ME 04038

Dear Angus Jennings:

Please accept this letter and résumé for the West Newbury Police Chief position. I am currently the Chief of Police for the Gorham Police Department which employs 25 sworn officers and three civilian personnel. I oversee a 2.2 million dollar operating budget. Gorham is a college town, the University of Southern Maine, and has been among the fastest growing communities in Maine since 2010. It has approximately 18,000 residents and is 51 square miles. I also have command experience with the Kennebunk, Maine, Police Department, which is an affluent beachfront community. A majority of my experience was with the St. Lucie County Sheriff's Office, Ft. Pierce, Florida which provides law enforcement services to a highly diverse population. These experiences have given me the perspective and desire to lead an agency with diverse demands.

Empowerment. Accountability. Transparency. As West Newbury's Police Chief, I would set expectations, empower officers, hold them accountable for their decisions and be transparent. Decisions should be made as low on the chain of command as possible. This gives ownership and a sense of autonomy to officers. This has been my leadership style and has been transformational for those who work with me. If people feel valued and trust their leadership, they will be loyal. At least once a month, I prepare a meal for each of the shifts to serve them. Breaking bread with officers at two in the morning instills a sense of value in the officers, and a level of mutual respect is developed. Additionally, my decision making process has been transparent regarding promotions, assignments, budgeting priorities, etc. Even unpopular decisions have led to officer approval because of the manner in which the decisions were made. I would employ those same skills to motivate and retain officers.

Community. Innovation. Collaboration. A majority of police departments attend community events or invite the community to be part of citizen police academies or other programs. I have been instrumental in initiating citizen police academies, bike rodeos and other community projects. That is a good start, but I have been and would continue to be innovative in finding ways to include those who are mistrustful or critical of the police. In the past, I have invited such groups or people to be part of hiring processes, promotional boards as well as strategic planning meetings. The best way to build relationships in the community is to allow people into our house to see who we are, and to solicit their input on matters which affect them. Experience has taught me people will focus on finding solutions rather than being critical when they are included in the process. It is also important the Chief be part of the community in order to have a vested interest in the community. I have found I learn more shopping in the local grocery store than I do in most community meetings.

Teamwork. My time as a supervisor in a multi-agency drug task force, and as Police Chief in a college town, has shown me the importance of working together with other law enforcement agencies. Overlapping and adjacent jurisdictions should take advantage of shared equipment, joint-training and multi-agency task forces. The problems we face don't respect jurisdictional boundaries. We must work together to be more effective while reducing costs.

Relationships. In order to be effective, there has to be relationships with the officers, other department heads, community leaders, business owners, law enforcement leaders, etc. This has been my strength throughout my career. Personal relationships must be the foundation on which everything listed above is built. None of what I have accomplished, or hope to accomplish, could be achieved without building and maintaining healthy relationships.

While my résumé provides an accurate representation of my career, I would love the opportunity to expand on my experience in an interview. Thank you for your consideration and time.

Respectfully,
Daniel Jones

PROFESSIONAL SUMMARY

Distinguished 26 year career with experience in municipal, county and federal law enforcement. Progressive responsibility including field training officer, first-line patrol supervisor, multi-agency drug task force supervisor, patrol commander, criminal investigations commander, professional standards commander, second-in-command and Chief of Police. Created an atmosphere of fairness and set expectations for a professional culture within the department.

HIGHLIGHTS

- Policy Writer
- Internal Affairs: Investigator/Arbiter
- Budget Creator
- Maintain Records Management System
- Hiring Process Administrator
- Grant Writer / Coordinator
- Employee Evaluator
- Regional Communications Center Board Member
- Training Coordinator
- Strategic Planner
- Use of force/deadly force investigator
- Contract Negotiator
- Public Information Officer
- Promotional Process Administrator

EMPLOYMENT HISTORY

Gorham Police Department, Gorham, Maine

08/2015 to Present Chief of Police Department of 25 sworn officers and 3 civilian employees.

Kennebunk Police Department, Kennebunk, Maine

07/2014 to 08/2015 Deputy Chief Second-in-command of 19 full-time officers, 10 reserve officers, and 3 civilian employees. Criminal Investigations Commander and Professional Standards Commander.

01/2011 to 07/2014 Lieutenant Patrol Commander overseeing 15 full-time and 10 reserve officers.

10/2008 to 08/2015 Supervisory Constable Coordinated scheduling and protocols for elections. (Ancillary duty)

09/2008 to 01/2011 Detective Investigated serious crimes, completed background investigations, oversaw sex registry and was the evidence custodian.

St. Lucie County Sheriff's Office, Fort Pierce, Florida

06/2007 to 09/2008 Detective Sergeant Supervised long-term investigations branch of a multi-agency drug task force. Oversaw street operations to Title III investigations.

07/2006 to 06/2007 Patrol Sergeant Responsible for a patrol shift.

06/2001 to 07/2006 Detective, Special Investigations Investigated drug violations and internal/criminal LEO cases.

05/2000 to 06/2001 Deputy-Field Training Officer Patrol work in a 600 square mile area and trained new deputies.

10/1997 to 10/1998 Detective, Criminal Investigations Felony investigations.

02/1995 to 10/1997 Deputy – Field Training Officer Patrol work in a 600 square mile area and trained new deputies.

EMPLOYMENT HISTORY (continued)

United States Drug Enforcement Administration, Florida

02/2003 to 02/2007 Task Force Officer Physically assigned to DEA to investigate federal drug crimes.

United States Customs Service, Florida

02/2003 to 12/2007 Task Force Officer Blue Lightning designation to assist with protection of U.S. borders.

Ft. Pierce Police Department, Fort Pierce, Florida

10/1992 to 04/1993 Detective, Special Investigations Investigation of drug and vice crimes.

01/1990 to 10/1992 Patrol Officer Patrol work in a high-crime area, Field Training Officer & SWAT.

EDUCATION

August 2016	Husson University	B.S., Criminal Justice
September 2012	Federal Bureau of Investigation National Academy	Session 250, Graduate
August 2004	Indian River State College, Fort Pierce, Florida	A.S., Criminal Justice Technology

PROFESSIONAL AWARDS

2013	Merit Award	Kennebunk Police Department
2010	Certificate of Outstanding Contribution	United States Attorney's Office, Portland, Maine
2007	Outstanding Law Enforcement Officer of the Year	United States Attorney's Office, West Palm Beach, Florida
2007	Meritorious Service Award	Saint Lucie Sheriff's Office
2006	Detective of the Year	Saint Lucie Sheriff's Office
2006	Detective of the Quarter	Saint Lucie Sheriff's Office
2005	Exceptional Duty Award	Saint Lucie Sheriff's Office
2004	Certificate of Appreciation	United States Drug Enforcement Administration
2004	Commendation Certificate	Saint Lucie Sheriff's Office
1998	Detective of the Quarter	Saint Lucie Sheriff's Office
1998	Exceptional Duty Award	Saint Lucie Sheriff's Office

PROFESSIONAL ASSOCIATIONS

Maine Chiefs of Police Association (Board of Directors)	International Association of Chiefs of Police
Federal Bureau of Investigations National Academy Associates	New England Association of Chiefs of Police

TEACHING EXPERIENCE

Maine Criminal Justice Academy, Vassalboro, Maine

01/2012 to Present Instructor: Stress Management

Indian River Police Academy, Fort Pierce, Florida

10/2003 to 09/2005 Instructor: Emergency Vehicle Operations, Patrol Procedures & Report Writing.

St. Lucie County Sheriff's Office, Fort Pierce, Florida

10/2003 to 09/2008 Instructor: Emergency Vehicle Operations, Defensive Tactics, Firearms and Patrol Procedures.

HIGHLIGHTED TRAINING

07/18	Training Conference: 21 st Century Policing	FBI National Academy Associates
08/16	Maine Chief's Executive Certification	Maine Criminal Justice Academy
06/16	Leading by Legacy	International Association of Chiefs of Police
03/15	Executive Leadership	FBI Executive Development Association
12/14	Criminal History Record Act & Freedom of Access Act	District 1 Training Council
12/14	Planning to Improve Your Organization	Roger Williams University, Justice System Training
10/14	Dealing Effectively with Problem Employees	Roger Williams University, Justice System Training
07/14	Annual Training Conference	FBI National Academy Associates
02/14	Uncomplicating Management	Dacri Associates
06/13	National Academy Annual Refresher	FBINAA
09/12	National Academy, Session 250	Federal Bureau of Investigation
	<i>Interviewing Strategies Through Statement Analysis</i>	<i>Leadership, Ethics and Decision Making</i>
	<i>Labor Law Issues for Law Enforcement Administrators</i>	<i>Fitness in Law Enforcement</i>
	<i>Forensic Science for Police Administrators and Managers</i>	<i>Stress Management in Law Enforcement</i>
05/12	Intelligence Awareness for L.E. Executives	Federal Law Enforcement Training Center
04/12	New Chief's & Sheriffs Seminar	Maine Criminal Justice Academy
03/12	7 Habits for Law Enforcement	Franklin Covey
02/12	Command Institute for L.E. Executives	FBI Executive Development Association
11/11	Investigating Complaints of Officer Misconduct	Maine Criminal Justice Academy
10/11	Understanding & Leading Gen X & Y Employees	Roger Williams University, Justice System Training
06/11	Media Training	Penny Parrish, FBI NA Instructor
05/11	Advanced Supervision	Randy Means, Thomas & Means
03/10	Background Investigation for Police Applicants	Harvey, Ward & Associates
03/10	Interview & Interrogation (Basic & Advanced)	John E. Reid & Associates
05/09	Death & Homicide Investigation	Investigative Training Group
05/08	Investigating Drug Trafficking Organizations	Law Enforcement Training Associates
03/08	Defensive Tactics Instructor	Indian River Academy
02/08	Middle Management	Indian River Academy
01/08	Financial Investigative Techniques	Multi-jurisdictional Counter Drug Task Force Training
03/07	Leadership Module 1	George Flannigan of LED Inc
06/06	Incident Command System	St. Lucie County Sheriff's Office
05/06	Advanced Narcotics & Dangerous Drugs	United States Drug Enforcement Administration
05/03	Driver Instructor Training	Indian River Academy
01/03	Basic Narcotics & Dangerous Drugs	United States Drug Enforcement Administration
03/02	Investigative Wiretap Operations	Law Enforcement Technology Centre
12/01	Weapons of Mass Destruction	St. Lucie County Sheriff's Office
11/01	Narcotics ID & Investigation	Indian River Academy
08/01	Line Supervision	Indian River Academy
07/01	Investigative Interviews	St. Lucie County Sheriff's Office
04/01	Instructor Techniques	Indian River Academy
03/01	Basic Firearms Instructor	Indian River Academy
05/98	Stress Awareness & Resolution	St. Lucie County Sheriff's Office
03/98	Organized Crime	Indian River Academy
12/97	Crimes against Children	Indian River Academy
12/96	Investigative Interview	Indian River Academy
09/96	Supervisory Techniques	Indian River Academy
03/92	Physical Fitness Specialist	Institute for Aerobics Research
05/91	Field Training Officer	Indian River Academy
05/90	Law Enforcement Academy	Indian River Academy

RECEIVED

DEC 20 2018

December 19, 2018

BOARD OF SELECTMEN
TOWN OF WEST NEWBURY

To Town Manager Angus Jennings and the Honorable Board of Selectmen:

Please accept the attached resume for your review and consideration for the position of Chief of Police in the Town of West Newbury. I am confident that I meet the required qualifications for the position and would be honored to be considered for the position and discuss my professional experience with you.

My career spans 23 years, including the past 21 years as a police officer in West Newbury and 23 years as a call firefighter and more recently fire chief in the town. As a police officer, I have established strong partnerships within the community including the Pentucket Regional School District, Council on Aging, including the town's senior residents, and many citizens groups and councils. Most recently I have been dedicated to providing support to our local schools within the district. In the summer of 2018, I was selected to serve as the school resource officer.

Working in a command capacity with the police department, I have coordinated emergency response protocols for the district schools. I have worked closely with police and fire chiefs within the school district to develop emergency response procedures, implement aspects of technology, and conduct drills and training for staff.

I believe I have the qualities and skills that the job of chief demands. I am a strong communicator, which is crucial for a police chief who must communicate effectively with the board of selectmen, the town manager, the other members of the police department, and the members of the community.

My experience as a chief officer in the fire department has provided me with experience as a department head and a chance to hone my communication skills in both day-to-day operations as well as in a command capacity during emergency response. I am skilled at motivating people and have learned how to identify strengths and use them to motivate people to work to their full potential. I also know how to set reasonable goals and provide the necessary support to help achieve those goals.

Additionally, in my role as fire chief and on the board of fire engineers I have had the opportunity to develop and manage an operating budget and all that it entails as well as plan for capital expenditures to meet the long-term needs of the department and the town.

I believe it is important treat people with honesty and respect, and feel that in my multiple roles in this town over time I have proven myself to be a person of integrity. I have dedicated my career to the service of this town in the many facets of public safety.

I am skilled at problem-solving and also know when to reach out for help when appropriate. In my 23-plus years of working in police, fire, dispatch, and emergency management I have developed extensive contacts at the local, state, and federal levels, a valuable asset if I am selected as the next police chief.

Throughout my career this job has been my goal. To this end I earned my master's degree in criminal justice with a certificate in leadership and policy development. This personal goal was not only to further my career but to set a good example for my two sons. I continue to recognize the importance of continuing education

and training to keep up to date with changes in our field, and continue to develop my skills to better serve the community and the department.

Although I do not hold a supervisory rank in the police department, my extensive command experience in the fire and emergency management departments are something I would bring to bear in the role of police chief. Additionally, in such a small department, supervisory rank does not preclude me from acting in a supervisory or command capacity. My varied experiences, some of which are outlined herein, demonstrate my ability to effectively lead the police department if chosen.

Sincerely,
Michael Dwyer

Michael D. Dwyer

Groveland, MA 01834

Phone: [REDACTED] email: [REDACTED]

Education

University of Massachusetts, Lowell, MA

- M.A. Criminal Justice 2014
- Graduate Certificate in Criminal Justice Leadership & Policy Development 2014
 - Relevant coursework: Administration and management of criminal justice organizations
 - Community based policing strategies and models
 - Law and public policy design
 - Research and policy development
- B.S. Criminal Justice, Concentration in Psychology 2013
 - Relevant coursework: Data analysis and statistics
 - Intimate partner violence
- Alpha Sigma Lambda Honor Society 2013

Northern Essex Community College, Haverhill MA

- Associates Degree in Criminal Justice 2010
 - Developed a technology curriculum and co-instructed during the NECC Criminal Justice internship program.

Pentucket Regional High School, West Newbury MA 1992

Experience

Police Officer

2006 - Present

- Responsible for daily patrol activities.
- Engage in community policing and public safety education.
- Responsible for emergency response to protect public and property.
- Extensive knowledge of all phases of policing, including principles and practices of modern crime prevention, management and operations of dispatch center, and data analysis.
- Knowledge and expertise in Massachusetts laws, criminal procedure, and rules of evidence.
- Responsible for all public safety communications infrastructure and the management of the police department IT design, security, and operation.
- Designated as IT Officer.
- Responsible for compiling, analyzing and submitting our crime data (UCR) to the Massachusetts State Police.
- Court liaison. Attend hearings at district court and work closely with local District Attorney's Office.

- Department representative for District Attorney's Community Collaborative Initiative at Pentucket Regional High School.
- Co-wrote successful technology grants
- Assisted department accreditation manager with policies and procedures.
- Designed and managed implementation of new dispatch communications system. (2015)
- Oversight and management of department records systems for Dispatch, Police and Fire. (2004 – present)
- Certified as an APCO Emergency Medical dispatcher.
- Management of hardware and user access to the Commonwealth of Massachusetts' Department of Criminal Justice Information Systems for the Dispatch and Police department.
- Successfully completed Commonwealth of Massachusetts Department of Criminal Justice Information Systems Annual Audit of the West Newbury Public Safety Dispatch/Police.
- Work closely with school leadership at Pentucket Regional Middle and High Schools and the Page School to develop safety protocols and promote public safety awareness and initiatives.
- Monthly meetings during the school year with school district leadership team to coordinate and implement district-wide safety protocols and response procedures.
- Child passenger safety technician.
- Advanced Law Enforcement Rapid Response Training (ALERRT) Level I and II
- ALICE Training: Active Shooter Training: Train-the-trainer.
- Department Field Training Officer
- School Resource Officer (2018)
- Department representative to the Essex County Outreach Program

Emergency Management Agency

2000 - Present

- Deputy Director (2008 - Present)
- Communications Officer
- Transportation and Special Needs coordinator
- Community Emergency Response Team (CERT) Instructor
- Responsible for overseeing REPC regional CERT program 2015

Fire Chief

2013 – Present

- Chief Fire Officer responsible for day-to-day operation and management of the 35-member Call Fire Department.
- Responsible for proper maintenance and availability of equipment, apparatus and buildings.
- Massachusetts Certified Emergency Medical Technician.
- Emergency Medical Coordinator.
- Management of emergency medical response service and public safety.
- Regional Emergency Planning Committee representative for the Town of West Newbury.

- Experienced in areas of personnel management, including conflict resolution and progressive discipline, during tenure as Fire Chief and Deputy Chief.
- Annual budget preparation and presentations to Selectmen, finance committee, board of fire engineers and at town meeting. Capital improvements planning. (2004 – present).
- Bi-weekly and monthly payroll responsibilities. (2004 – present).
- Scheduling of fire personnel to special assignments and details.
- Responsible for overseeing fire prevention and code enforcement, training division, EMS division and public education.
- Emergency, hazard and disaster planning and training including safety preplanning at district schools, community daycares and at-risk populations.
- Collaborated with the town's ambulance service provider to increase ambulance coverage during certain community and school events.
- Experienced in public safety grant writing. Have successfully written grants for radio communications, breathing apparatus and technology improvements.

Municipal Police Training Council Academy	2007 – 2008
Reserve Police Officer	2000 – 2006
Public Safety Dispatcher	2000 - 2006
Auxiliary Police Officer	1997 – 2000
Mass Department of Fire Services Call/Vol. Academy Class #012	2006
West Newbury Fire Department	1994 – Present

Dwyer Associates **1995 - 2003**

- Manufacturers' representative in aerospace and biomedical technology industry throughout the northeastern United States
- Responsible for distributor and end-user sales training
- High technology security design and installation

West Newbury Police Chief Transition Plan

Purpose

Whenever an organization experiences a transition in leadership, it is important for the town's leaders and members of the organization to know what the transition will look like. The purpose of this plan is to provide the steps I will take to ensure a smooth transition, while continuing to provide a consistently high level of service to the community.

Rationale

It is important that the police and dispatch departments are operating at a high level. On day one, I will begin reviewing both departments to identify our current level of management and operations. I believe that this process needs to be both comprehensive and transparent. I intend to observe, ask questions, and listen during this time. For this review to be successful, I will need to establish a consistent level of communication and expectations for both departments.

My goal is to collect information and data through meeting with department and staff members, community stakeholders and citizens. This information will help me to gather the data needed to establish realistic short and long-term goals and provide a clear understating of the level at which we are currently operating.

Review Process and Timeline

Months 1-3:

Meet with Stakeholders: During this time I would meet in person with all members of police and dispatch departments, the Town Manager, Selectmen, the members of the Finance Committee, school leadership, heads of other municipal departments, District Attorney, other District Court representatives, local police chiefs, and citizens and other community leaders. This would achieve the goals of opening up lines of communication as well as allowing me to set some expectations and gather information about the strengths, weaknesses and any other concerns of the department and its stakeholders.

Systems/Program Review: I would review the systems currently in place for staffing, training, communications, physical plant and infrastructure to determine what is working well, what might be able to be streamlined or adjusted and what might need to be part of a long-term capital improvements plan versus a yearly operating budget.

Document and Agreement Review: I would review the current operating budget, policies and procedures, staffing model, collective bargaining agreements, and user agreements to be sure that I am upholding the legal agreements that the department is responsible for, as well as what may be working well or may need to be adjusted.

Months 4-5:

After I have taken the time to meet with stakeholders and review the systems, programs agreements and documents currently in place, I will analyze what I have seen and heard for trends in strengths and weaknesses as well as concerns or praise that have come up. Then I will share these findings with the Town Manager and the Board of Selectmen

Months 6-9:

After carefully examining the data I've collected I plan to work together with the Town Manager and Board of Selectmen to develop a set of goals that best meet the needs of the department and the town. This would potentially include, but not be limited to: begin FY21 budget and capital planning, update policies and procedures, adjustments to internal systems, staffing, unmet needs, and development of a 5 year strategic plan.

TO: Angus Jennings, Town Manager

FROM: Jeff Durand

DATE: January 31, 2019

RE: Police Chief job posting

RECEIVED
JAN 31 2019
TOWN MANAGER
TOWN OF WEST NEWBURY

Dear Mr. Jennings, I have enclosed my resume for your review for the position of Police Chief for the Town of West Newbury. I have been employed full time as a police officer in the Town since 1995. During these years, I have met many of the Town's residents and I am aware of the type of policing expected in West Newbury.

I am also obviously familiar with the police department itself, the employees, and the quality of the officers which we have here in Town. I feel that I would be able to quickly transition into the Police Chief position and lead our department in a positive direction.

Thank You for Your consideration,



Jeff Durand

Jeffrey P. Durand

Professional, community-oriented Sergeant with over twenty years experience with increasing leadership and responsibility in law enforcement. Programs and certifications completed in FBI-LEEDA leadership management, public safety programs, mental health and addiction, firearms safety, Active Shooter, DNA Collection, law enforcement and procedure policies. Excellent communication skills with ability to manage investigations, law and order, security, law enforcement training, internal operations, and public relations. Demonstrated respect and discretion in all departmental and public interactions.

Experience:

Town of West Newbury
West Newbury, MA

Interim Chief

12/2018 - present
12/2015 - 1/2016

- Confer with Town Manger regarding internal investigations
- Prepare data as needed for Town budget planning
- Oversee delegation of daily duties of officers and public safety dispatch staff
- Monitor and direct members of the department to preserve peace and to enforce the law
- Advises and counsels Town Officials and boards on Public Safety issues

Sergeant

11/2006 - present

- Serve as Court liaison conferring with court officers on a range of administrative issues
- Initiate departmental training to ensure State compliance with professional development
- Maintain certification records and responsible for notifying staff of training needs
- Supervise dayshift employees, manage staff, and assist in problem solving
- Responsible for maintaining integrity and security of evidence room
- Support State, Federal and local agencies in investigations and criminal apprehension
- Interview qualified applicants, conduct background investigation, recommend for hiring
- Respond to medical, mental health, motor vehicle and all other emergencies as needed
- Interact respectfully with community groups, individuals, businesses, and schools
- Participate in prevention programs including criminal, mental health, addictions

Jeffrey P. Durand



Patrol Officer

9/1995 - 11/ 2006

- Gathered evidence and investigated individuals for successful prosecutions
- Prepared comprehensive reports and recorded events of duty tours
- Managed the movement of vehicular and pedestrian traffic
- Conveyed information to citizens of all ages in a courteous manner
- Communicated pertinent information to superiors and fellow officers
- Maintained weapons and equipment to ensure proper functioning

Town of Hampstead

Hampstead, NH

Police Officer

6/1993 - 9/1995

- Coordinated with local and State agencies to resolve investigations
- Conducted interviews and verified information for accuracy
- Recorded physical and documentary evidence according to procedure
- Aided individuals in response to a variety of emergency calls
- Prepared thorough and timely investigative reports

Town of Atkinson

Atkinson, NH

Police Officer

6/1990 - 9/1995

- Performed all phases of patrol duties with efficiency
- Conducted investigations consistent with departmental laws
- Orientated and trained new law enforcement employees
- Performed assistant Juvenile officer duties as a part of community engagement

Education:

Bachelor of Science in Criminal Justice

University of Massachusetts, Lowell, MA

Associate Degree in Business Management

Northern Essex Community College, Haverhill, MA

Training Certification Documents and References:

Available upon request



FY20 Town Budget BoS Recommendations

Angus Jennings, Town Manager

April 2, 2019



Sections of FY20 Budget with Revised Board of Selectmen Recommendations

Expenses

- DPW/Highways, Sidewalks & Trees
- Recreation/Mill Pond Committee
- Police/Police Cruiser

Personnel

- Town Clerk
- Planning
- Assessing
- Police/OT Wages
- Inspectional Services
- DPW
- Council on Aging
- Water
- Finance



BoS Recommended Changes, Expenses

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
DPW	Highways, Sidewalks & Trees	\$150,000	-\$10,000	\$140,000	BoS not persuaded that increased costs for tree services, catch basin cleaning and disposal (instead of stockpiling) of catch basin materials justified a budget increase



BoS Recommended Changes, Expenses

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Recreation	Mill Pond Committee	\$4,200	-\$2,100	\$2,100	Low historical spending levels. Some known / potential FY20 expenses; but nearly all of FY19 budget remains available; and there is a balance in the Mill Pond revolving fund. (Note: BoS recc. same as FinCom)



BoS Recommended Changes, Expenses

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Police	Police Cruiser	\$45,000	-\$5,000	\$40,000	Add'l due diligence by Chief Durand shows that the proposed number will support purchase of an older model cruiser.



Framework: Personnel Budgeting

- Town Manager legislation Sec. 9(d) provides the BoS the authority to modify and approve the TM's recommendations regarding salaries and pay rates.
- Initial presentation of Town Manager proposed budget (Feb 19) noted that Budget included "potential for reclassifications/ changes to some non-union positions, with BoS approval."
- BoS recommended a number of changes to non-COLA wage adjustments included in proposed budget.



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Town Clerk	Salaries/Wages	\$115,010	+\$1,647	\$116,657	BoS recommended increase in Asst. Clerk pay from \$20.13 to \$22.22 based on the position's certifications, specialized knowledge



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Planning	Salaries/Wages	\$48,193	-\$1,854	\$46,339	BoS did not recommend pay raise above COLA for Town Planner
Planning	Salaries/Wages	\$7,197	-	n/a	BoS support to add 6 hrs/wk admin support to Planning contingent on reallocating 6 hrs/wk from Assessing



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Assessing	Salaries/Wages	\$125,180	-\$7,197	\$117,983	BoS support to add 6 hrs/wk admin support to Planning contingent on reallocating 6 hrs/wk from Assessing



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Police	OT Wages	\$58,334	-\$2,847	\$55,487	BoS supported level funding OT at FY19 level



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Inspectional Services	Salary/Wages	\$125,910	-\$1,939	\$123,971	BoS supported reducing budgeted hours for Building Inspector position from 30 to 25



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
DPW	Salaries/Wages	\$64,388	+\$2,199	\$66,587	BoS supported giving 6% raise to Bldgs & Grounds Foreman based on contractor license, work that would otherwise be outsourced
DPW	Salaries/Wages	n/a	+\$1,500	+\$1,500	BoS supported giving clothing allowances to both Bldgs & Grounds staff



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Council on Aging	Salaries/Wages	\$72,950	-\$2,209	\$70,741	TM budget proposed increase in pay rate and hours (from 37/wk to 40/wk), and to recognize position as exempt. BoS supported increase in pay rate, and exempt status, but not increase in hours.



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Water	Salaries/Wages	\$197,603	-\$3,686	\$193,917	BoS did not support increase in pay above COLA for Water Superintendent and Licensed Operator. However, Board did not make a change to the numbers in the proposed Water Dept budget article.



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Town Manager	Salaries/Wages	\$77,870	-	n/a	Proposed budget includes mini-restructuring; does not fund Exec Administrator position, does fund TM/BoS Admin/ "Clerk of Committees" position. Cost savings of \$4,070



BoS Recommended Changes, Salaries/Wages

Dept	Budget Line	Amt in Budget	Change (BoS)	Revised Amt	Rationale
Finance	Salaries/Wages	\$85,538	-	n/a	TM proposed pay increase for Town Acct in order to account for add'l responsibilities in finance, HR/ personnel. BoS did not support pay increase above COLA.



BoS Recommended Salaries/Wages

Dept	Budget Line	Change (BoS)
DPW	Highways, Sidewalks, Trees	-\$10,000
Police	Police Cruiser	-\$5,000
Police	OT Wages	-\$2,847
Town Clerk	Salaries/Wages	+\$1,647
Planning	Salaries/Wages	-\$1,854
Assessing	Salaries/Wages	-\$7,197
Inspectional Services	Salaries/Wages	-\$1,939
DPW	Salaries/Wages	+\$3,699
Council on Aging	Salaries/Wages	-\$2,209
	Sub-Total (BoS changes)	-\$25,700

(Note: Because Water is an enterprise fund, total above does not include BoS recommended reduction by \$3,686 in proposed Water Dept budget for salaries/wages.)



Questions and Discussion

MEETING MINUTES-WEST NEWBURY
FINANCE COMMITTEE

Date & Time: Tuesday April 2, 2019 7pm

Location : 1910 Building 1st Floor Hearing Room

Attendees: Gary L. Roberts Jr., Chairman, Angus Jennings, Forbes Durey, Brad Beaudoin, Nathan Kelly, Jessica Knezek, Jim Sperelakis

AGENDA

1. Call to Order
2. Public Comment, Public comment is limited to 2 minutes per resident for items on the agenda. The chair may allow for more time depending on number of residents seeking to participate.

None. Tom Atwood(Board of Assessors)- there have been changes to their budget they would like to discuss but he was asked to wait for his section of the budget.

3. Late File Items

Paul Sevigny and Bob Janes- received test results for the old town dump- there were high levels of methane, which is likely to affect their expense budget for FY2020, there are currently 8 wells for monitoring, this number is likely to raise to 12 wells and testing may change from quarterly to monthly which would significantly affect monitoring costs.

4. Review article narratives

This item has been rescheduled to next week.

5. Discuss reconsidering previously reviewed articles and departmental budget adjustments as mentioned during meeting of 3/25/19

Recommended changes from the Board /of Selectmen include:

DPW, expenses

-\$10,000 BOS did not feel that projected increases in tree service and catch basin cleaning warranted an expense increase

5-1, approve, Roberts opposed

Police

Cruiser -\$8,000 with idea of purchasing a previous years model, a quote has been offered at this decreased price.

6-0 approve

Personnel Budgets

Town clerk -salary and wages +\$1,647 for assistant clerk pay rate to increase from \$20.13 to \$22.22. Jennings notes that the area of wages in general could use a more systemized review

4-2 approve - Beaudoin, Kelly dissenting

Planning - salary and wages -\$1,854 for city planner.

Planning - salary and wages +\$7,194 for new admin assistant

Assessing- salary and wages --~7,000 to offset cost for new admin assistant for planning by taking 6 hrs/week from assessing. Atwood noted their concerns with losing 6hrs/week of their admin assistant esp with a re-assessment this coming year.

0-6(above 3 items collectively, Beaudoin made a motion to vote on each item collectively which did not pass)

Police overtime wages -\$2,847

6-0 approve

Inspection- -\$1,939 BOS recommended reduction in hours from 30-25 hours. Durey notes that this request was made in a prior year and also removed by the board of selectmen.

0-6 disapprove.

DPW salary and wages - +2,199- 6% raise for grounds Forman

+\$1,500 uniform stipends for non-union employees

4-2 approve, Beaudoin, Roberts opposed

Council on aging- salary and wages -\$2,209

1-5 disapprove, Beaudoin opposed

Water dept, salary and wages -\$3,686- BOS recommended COLA only. Gootee notes that 70% of his work involves working with DPW on various projects. He also notes that this is the first time that the Board of Selectmen has gone against the recommendation of the Water Commission.

0-6

Articles

Request to reconsider vote for article #6: School Resource Officer Article Vote. Durey notes that this article sets a precedent that West Newbury will always front the whole cost of the SRO, well over \$100,000, for which the town is only reimbursed \$28,000. Knezek

notes that this article doesn't represent the salary for the SRO, but only an accounting adjustment.

2-3 motion to reconsider the vote on this article was denied

Motion to reconsider the vote on article #28 regarding large scale ground mounted solar arrays.

2-4 Beaudoin, Durey, Roberts, Sperelakis opposed, motion to reconsider was denied

6. Communications

Meeting minutes from 3/19 and 3/25 approved 6-0

7. Adjournment

DRAFT