

Town of Adams Massachusetts 01220-2087

BOARD OF SELECTMEN

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8 PARK STREET

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Wednesday, June 10, 2020, 5:00 p.m.
Meeting Minutes

CALL TO ORDER: On the above date the Board of Selectmen held a meeting on the first floor of Adams Town Hall. The meeting was called to order at 5:00 p.m. by Board of Selectmen Chairman Hoyt. Present were Vice Chairman Bush, Members Duval, Blanchard and Nowak. Present in the room were Town Administrator Green, and DPW Director Robert Tober.

Chairman Hoyt advised that "pursuant to Governor Baker's March 12, 2020 *Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18*, and the Governor's March 15, 2020 Order imposing strict limitations on the number of people that may gather in one place, this meeting of the Town of Adams Board of Selectmen is being conducted via remote participation. 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 as provided for in the Order. A reminder that persons who would like to view this meeting while in progress may do so by tuning into Channel 1303, thank you to Northern Berkshire Community Television OR by calling (888) 788-0099.

CALL-IN:

Join Zoom Meeting

<https://zoom.us/j/98685552462?pwd=OC9yOTZZcnlhL2pPdXAzM0ZOU052Zz09>

Meeting ID: 986 8555 2462, Password: BOS0610

Dial In: 1 (929) 436-2866, Meeting ID: 986 8555 2462, Password: 661270

NEW BUSINESS

Ratification of DPW Seasonal Staff: *Marcus Leake.* DPW Director Tober advised one Seasonal Laborer is ready to be hired and another is being considered. The letter from Town Administrator Green recommending ratification of Marcus Leake as a DPW Seasonal laborer was read aloud. **Motion made by Vice Chairman Bush to ratify Marcus Leake to the position of DPW Seasonal Laborer at \$12:75 per hour, second by Member Blanchard. Vote: unanimous. Motion passed.**

Ratification of Wastewater Treatment Plant Operator I: *Brian Marko.* DPW Director Tober advised that the Wastewater Treatment Plant has a requirement of seven members and recently lost a staff member. Another is on medical leave and another staff member was recently hired leaving the last position of *WWTP Operator I* to be filled. A letter from Town Administrator recommending ratification of Brian Marko was read. **Motion made by Member Blanchard to ratify Brian Marko to the WWTP Operator I position, second by Vice Chairman Bush, Vote: unanimous. Motion passed.**

Approval of Amendment to Liquor License to include Outdoor Service: Temporary License for Alcohol. *Forest Park Country Club, 41 Forest Park Ave, Adams* applied for a temporary license for outdoor dining to include alcohol. The site has been Inspected and they are operating. It was

explained that this temporary license is to expand the current license to have full outdoor dining and the intent is to also extend the current license to include the outdoor covered porch. It was outlined that the maximum capacity approved by Inspectional Services is for 39 people and no seating on the grass. If granted, the temporary license expires November 1st per state guidelines. If they wish to have a permanent license for this area they will need to go through the full amendment process. It was noted that some establishments had expanded their alcohol services to outdoor consumption and this is now being cleaned up. It was clarified that the \$100 amendment fee will be waived. ***Motion made by Member Blanchard to approve the Temporary Amendment to the All Alcohol License to include Outdoor Service as outlined in the application, second by Vice Chairman Bush. Vote: unanimous. Motion passed.***

Reopening Update: *Town Administrator Green* advised that an Ad Hoc Reopening Team has been formed to look at facilities and sanitation aspect. All people on committee are here full time.

A brief recess took place at 5:22 p.m.

Interim Police Chief Interviews

5:30 p.m. Shawn Boyne: Introductions were made of the Board of Selectmen Members.

Question #1: How do your professional experiences and skills line up with the duties and responsibilities of the Police Chief for the Town of Adams? What specifically makes you the right fit for our community?

Mr. Boyne gave information about the similarities of the past 8 years as Police Chief for the Town of New Milford to the demographic makeup of Adams and how he faced the immediate challenges of restructuring and the exodus of command and senior staff. He advised he look at squad assessment and looking at skillset of remaining staff and created a goal to build upon internally to boost morale. He looked at diversity, and focused on meeting the demographics of the community for increased connectivity with the population. He addressed concerns to create awareness and focused on service. He advised that he addressed a labor structure issue and a failure of the communication system. He noted the fleet was dilapidated and he brought it to the table with financing initiatives as safety is a key component. He noted that he upgraded the fleet ahead of schedule. When he addressed the radio communication issue he received grant funding for \$200,000 and structured a communications system including site development, tower location, and working with the community to put together a \$4.2 Million simulcast system for transmission. The system incorporated the Fire Department, Ambulance and DPW. He explained his community interaction initiatives including foot patrol, bike patrol, and other community interactions. He noted his work with the Rotary Club, the Knights of Columbus and the Lions Club. He outlined his connection with Facebook and Social Media to capitalize on building public trust and community interaction. He explained how he negotiated collective bargaining agreements with officers and dispatchers to look at benefit packages and hybrid recruitment packages and did a wage comparison study to appropriately adjust the pay scales. He pointed out his work with Town Counsel and the Finance Committee as well as initiatives he created for the officer academy. He explained how he restructured the schedule and introducing a flex schedule of five days on duty and three days off to decreased sick days. He outlined how he utilized the skillset of school faculty and staff with the ambulance and fire service for their major roles in a process in case of a threat with a plan to exit the school and reunite with families. He explained the initial development of personnel training for police department operations and working regionally with some areas of Police Department for training. He noted his budgeting strategy of budgeting only for what is needed, not what is wanted. He advised he looked at restructuring response protocols. He

outlined his years with State Police and his work with the drug scene. He explained he investigated everything from mailbox damage to homicide. He listed his training and credentials and pointed out that the majority of his training was in rural community policing. He noted his experience with responsibility for personnel, vehicles, and law enforcement administration and assisted other municipalities with everything from street traffic to trafficking. He outlined his work with state courts, seizures of property, vehicles, and working with the FBI and DEA. He related his experience with overseeing the patrol of 4 troopers and a \$6 Million budget and two municipal police departments. He explained his experience with investigations around domestic violence, department misconduct, and work with the state labor department with progressive discipline. He created an oversight policy and has had 130 officers under his command since 2007. He noted he oversaw a major crime unit which handled body recovery for municipalities.

Question #2: In light of ongoing protests throughout our nation and abroad regarding the death of George Floyd by overzealous law enforcement personnel, do you see policing tactics and racial stereotyping continuing? A. Will the powers that be relent or will the same situation arise again? (I ask this because there have been other racially charged and egregious actions undertaken by police officers resulting in the unwarranted deaths of black Americans, still nothing has transpired to curb these happenings.) B. Please expound on your views and discuss how racial profiling can finally be put to rest. (I strongly believe that All Lives Matter regardless of the color of one's skin or any other attributes which one possesses. The world is big enough to accommodate everyone if the blinders are allowed to be removed.)

Mr. Boyne noted this situation was a witnessed murder in progress. After working for internal affairs, he stated he stands for accountability. He explained that there were several important factors to understand including policy and police department use of force. He noted that the actions that resulted in the death of Mr. Floyd by the officer were in complete disregard of the use of force policy. He questioned how law enforcement controls conduct consistent with policy and explained there must be sanctions and real consequences for violating policy. He pointed out that what happened was a multi-level policy violation. He outlined that he had investigated a lot of murder but never witnessed one and this was a complete setback after experiencing the challenges of law enforcement. He recognized the reality that there was no regard for Mr. Floyd's safety and life and questioned the attitude and demonstrated behavior of the officers, which he found very sad. He expressed that he felt it was time for change and that he recognized that this issue has been growing in this country starting with Rodney King and noted racial profiling concerns. He noted that he has been taking great strides in trying to address it and in New Milford information was gathered on motor vehicle stops to look at statistics on sex, age, race, and whether or not the party was searched so there could be steps created which were mirrored by many other departments. He pointed out the importance of keeping transparencies of actions and that the demonstrations give the clear message it is time to change. He reviewed that fine tuning of use of force policy is necessary and to outline the use of force by statute, warning before shooting, use of deadly force, and having no strangle or choke holds. He explained that many agencies are addressing various use of force policies across the state and the country and it is important to model a national accreditation policy that outlines imperative standards are met through training, and training is not structured to meet policy.

Question #3: Identify and discuss your experience in creating, reviewing, and assessing law enforcement policy and procedure, agency directives or General Orders.

Mr. Boyne advised in the last few months he has been working directly for a Colonel on policy revision for the State Police and was assigned to an accreditation unit. He stated he drafted and

revised several policies in the Town of Milford to bring them up to current standards. He explained that he introduced the accreditation process and Tier I approvals and put forth Tier II which is getting approvals now, and policy is extraordinarily essential and must have direction on how to achieve it. He noted that training has to include avenues to go down to reference policy goals. Regarding having a review with the Board of Selectmen with current policies he explained that he has never received a complaint of having too much communication. He advised that regular meetings are necessary, and a regular and planned action. Regarding working with relevant Massachusetts Law, he referenced connections with law enforcement professionals in Lenox, Stockbridge and Great Barrington that he would use as resources.

Question #4: How much experience have you had working with a collective bargaining unit? What do you consider the essential elements of effective labor-management relations?

Mr. Boyne explained that in 1991 he worked on State Police collective bargaining for their contract, which had been in process about 2 years. He noted that managerial decisions were brought to his attention and civilian employees were involved. He explained that he frequently met with collective bargaining employees to cooperate and built a working relationship. He explained that in New Milford he negotiated collective bargaining agreements with dispatch and two separate unions. He negotiated realistic wages and increases, as well as demands. He stated he provided a cost projection for the contract with the town. He explained he came in under his cutoff number and had no arguments or disagreements. He pointed out that grievances were addressed, mostly through mediation. He noted that there were a lot of personalities and passion because it affects staff livelihood and there are several unions through the state and municipalities.

Question #5: What training and experience do you have in developing and implementing services and programs, courses, and/or learning objectives that incorporate diversity?

Mr. Boyne outlined the different seminars he had taken, to include managerial consecutive training, national recruiting professionals and strategies and results for diversity in the ranks plus specialized training, Human Resource Officer and other personnel training. He noted that he interacted with state town counsel and some of the groups and activists to see what they would like to see in the Police Department and how to do it.

Question #6: Identify and discuss your budgeting experience, knowledge and skill.

Mr. Boyne advised he gave one, five, and ten-year plans for the facility and officer benefits. He noted that State Police was involved in long range million-dollar line items and specialized enforcement in their contract which required financial planning. He explained that in New Milford he presented research of previous budgets of salary, projected costs, and equipment needed. He put together information on desired programs, met with administrative services and staff, and presented wishes versus reality. He pointed out that he budgeted payroll for personnel costs by wages, number of officers, step, e emergency events, as well as grants and programs for equipment. He referenced working with the Finance Director and the Mayor on strategic and financial planning. He explained this led him to looking at additional personnel and utilizing retirees, mandated annual training costs, capital expenditures from furniture replacement to information technology. From this planning he explained how he made operations more efficient. He referenced budgeting capital expenditure issues and expressed little concern on budgeting complimented on through transparency and minimal cuts.

Question #7: As a lifelong resident of Adams, I have witnessed the evolution of our Police Department. I vividly remember as a young man the officers walking the streets and addressing you as you passed by. The nightly rounds to stores to check on their security. The writing of tickets for expired parking meters. In short, the Adams Police had a visible presence and you knew who they were. Times have changed; they always do. No longer do the Town's Police Officers walk the beat. They drive their cruisers to accomplish their tasks. NO longer do they check stores after closing. They shine a spotlight on the business façade and move on. No longer do they write parking tickets for meter violations. We needed to add a Town position to make this transition. I must admit that I cannot put a name to a face of all of our Police Officers. What is your take on policing, which I term "resident friendly"?

Mr. Boyne advised this is the way he grew up and is trying to renew this. He noted he stays away from micromanagement but on routine shifts he has them actually grab doors a minimum of one to two days a week. He explained that the Adams culture and demographics are similar to what he grew up in and it is not unreasonable to ask officers to do this and to have officers on the street. He stated he would have Board Members and local government employees know who the officers are. He advised he encourages regular interaction, talking to the kids at the playground and having a ball game. He stated with communication officers learn more and they get to know store owners as part of community policing. He advised he encourages getting involved and asking if there is anything else the department can do for the person. He noted that supervisor oversight would be key.

Question #8: The Adams Police Department works closely with the Adams Fire Department, Adams Forest Wardens, EMS, regional emergency management, and State Police, as well as community-based organizations. What has made you an effective collaborator in your current or past jobs?

Mr. Boyne explained that he has a great appreciation and respect for the fire department as he has family members on the department and he understands the commitment of both volunteer and professional firefighters. He pointed out that he has had a very productive relationship with these departments as they are a huge component of the tax base. He recognized that it is important to support the fire department as there may be something like a road shut down and the volunteer commitment of the fire department will jump in and cover if for hours to alleviate the police force. He noted that county management directors exercise resources, and the town has a committee to manage high risk, low frequency use of resources. He noted that it is important to have a positive relationship with the state police and to have regular meetings with the Fire Department. He explained that the is invited to dinners, attends meetings, shares training opportunities and has a back and forth positive relationship.

Question #9: In thinking about the regional and collaborative nature of the Police Chief position, what is your experience working with a District Attorney's office?

Mr. Boyne advised he is familiar with District Attorney Harrington and State Police officers working in the district. In Connecticut he is highly familiar with the District Attorney's office for his high-level investigations. He explained situations where he had to have a spontaneous execution of search warrants and that he understands that as the District Attorney is the chief law enforcement agency in the county it is required to cooperate in every way including having regular meetings.

Question #10: The position of Police Chief requires a high degree of accountability. What does accountability mean to you in a legal sense? With regard to data and metrics? In terms of relations with the community?

Mr. Boyne explained that he does not have an issue with sharing information with overseeing bodies as it forms accountability so there is transparency. He gave an example of how people know what he does in his private life because people are attentive and know who he is. He noted that exposure is not an issue if you have nothing to worry about and he recognizes that whatever he is doing can be read about in the paper. He explained how he uses proper reporting procedures including a daily printout of the case log which is prepared for the public community barring applicable statutes. He clarified that if he is doing this for reporters he will also provide it for counsel and he meets with Town Counsel regularly so they have the facts and not rumors. He advised that he emails regularly with shared information and notifications as the more is known the less what is done is questioned and there is an accurate focus of where things are going.

Question: #11: Is there anything that we didn't ask that you would like to be sure to share with us?

Mr. Boyne advised that he is prepared to move forward into this position. He pointed out his vast amount of experience and that he has conducted himself with professional and personal integrity. He noted that he has community respect and shares respect in return even with parties he has put in jail. He explained that with parties arrested it is important to move forward with a caregiver atmosphere and training must incorporate that. He stated he is looking forward to being in the area and already looked at a property in Lee. He said he realizes this is a unique area and wants to come back. He clarified that he had researched how to have the proper certifications in Massachusetts for the position and outlined the steps he would need to take to have the certifications in order.

Question #12: Do you have any questions of us?

Mr. Boyne asked for clarification on benefits.

At 6:38 p.m. a brief recess took place.

6:45 p.m. Jeff Coe

Question #1: How do your professional experiences and skills line up with the duties and responsibilities of the Police Chief for the Town of Adams? What specifically makes you the right fit for our community?

Mr. Coe advised he has been the Police Chief in Dalton and has had a 23-year career there. He was hired through civil service and was selected as Chief, at which position he has served 8.5 years. He noted he has experienced mutual aid work, much of which was through the District Attorney's Task Force. He expressed that the Adams community has always caught his eye and he worked with Chief Tarsa so Adams is the only place in the county he would go. He stated he liked the mix of commercial and residential properties and the professionalism of the officers in the Police Department. He noted a similar trust and support that north community members have for their officers. He noted his relationships with the Sheriff's Department, District Attorney and the surrounding Chiefs that he communicates well with when they operate on mutual aid throughout the county. He stated he knows some officers. He noted that there is a high turnaround of police officers and a newer force and at the fourth- or fifth-year mark some are comfortable making decisions.

Question #2: In light of ongoing protests throughout our nation and abroad regarding the death of George Floyd by overzealous law enforcement personnel, do you see policing tactics and racial stereotyping continuing? A. Will the powers that be relent or will the same situation arise again? (I ask this because there have been other racially charged and egregious actions undertaken by police officers resulting in the unwarranted deaths of black Americans, still

nothing has transpired to curb these happenings.) **B. Please expound on your views and discuss how racial profiling can finally be put to rest. (I strongly believe that All Lives Matter regardless of the color of one's skin or any other attributes which one possesses. The world is big enough to accommodate everyone if the blinders are allowed to be removed.)**

Mr. Coe noted that police brutality and discrimination have to be addressed separately. He explained that police departments in the county are doing a lot to address both. He referenced the Multi-Cultural Bridge non-profit organization out of Great Barrington and explained that he had personally worked with Gwendolyn VanSant in the school district. He advised it is important to make an approach for the entire county to take on discrimination and help people to be educated. He explained that a lot of people didn't like having the uncomfortable conversation and it is necessary to get comfortable being uncomfortable and lay out baby steps. He noted that as a white male police officer it is vital to try to understand ideas and cross boundaries. He explained that he has been doing this work with the Central Berkshire Regional School District for years now and it is a process. He explained the introduction of curriculum, workshops, and a great play that spoke to the kids on multi-levels, not just in schools. He referenced the importance of inclusiveness of the three venues of Dalton, Hinsdale and Becket because people don't feel they are part of a community or group. He explained that this has been made very easy with the Multi-Cultural Bridge and the anti-discrimination pledge that is taken. He emphasized that it is vital to get training to police officers, which Adams and Massachusetts mandatory training covers, and officers have face to face community contact. He pointed out that materials are being used to help the school administration, which is half of the town budget, to set venues, do field trips and other things.

Question #3: Identify and discuss your experience in creating, reviewing, and assessing law enforcement policy and procedure, agency directives or General Orders.

Mr. Coe advised he has been working on it for the last two years. He noted that there is a Massachusetts agency that works to try to get to accreditation standards for departments. Massachusetts laws and government are different than anywhere else in the country. Agencies tend to gravitate to our entities because they work with Massachusetts laws. In the last couple years MA Chiefs has been aware that the standards from 1999 or 2000 are antiquated. Their in-house counsel is updating policies and sending them to accrediting agencies and Mass Training Counsel and then to the Executive Office of Public Safety for approval. Our policies set the patrol and are meant for all departments across the state and to create for your agency. Tasks remain the same and the need is to just assign who fills the responsibility. He advised there are close to 70 standards, and you bring in specialty officers to discuss these. It was explained that in the Town of Adams the Board of Selectmen are the policy writers for the Police Department and they will be looking at that. *Mr. Coe* advised he has had some experience depending on what the policy was there was an interest. Changing law was noted as a smooth change and he explained that there was a board that approved it but written up in his contract that he passed all policy. He noted that it was convenient for him for timing. His direct supervisor was the Town Manager, who gave him clearance to do it. A distinction between personnel management, personnel policy and street regs was made. He explained that administratively his Board of Selectmen would have an interest. It was pointed out to him that in Adams the Public Safety Sub-Committee of the Board of Selectmen would have an interest.

Question #4: How much experience have you had working with a collective bargaining unit? What do you consider the essential elements of effective labor-management relations?

Mr. Coe advised that from a management perspective if you give notice and bring them in early you can get rid of a lot of problems. He noted that he has handled one grievance and worked it out and taking part in grievances is the proper way to grieve it. He explained you at where in the contract, and what article you think you can find the remedy. He advised he has gone through grievances, arbitration, civil service, and was going into his first civil service hearing for hiring processes. He stated on inspection he wanted the documents for the hearing to speak on their own so it was clear to a third party.

Question #5: What training and experience do you have in developing and implementing services and programs, courses, and/or learning objectives that incorporate diversity?

Mr. Coe advised that the Multi-Cultural Bridge had been involved in other initiatives prior to Covid-19. He stated that trainers through the school district and MPTC are used to doing an education plan. He explained that he does outreach because he is the face people seek for a reality check. He mentioned that he helped sponsor a book reading at the Dalton CRA which covered the dynamic of all of the black kids sitting together in the cafeteria. He said the school district purchased those and set them up at the Senior Center and the Dalton CRA where the books were enjoyed. He noted that these are things that can be done here and to get literature from people of color to share at book reads. He stated if he was here he would ask to have Gwendolyn VanSant and Stephanie Wright come here to teach officers in the school district. He pointed out that he opted to support the District Attorney for two courses on domestic and sexual assault. He expressed the importance of bringing in things to get beyond personal biases. He noted that a person cannot get beyond how they were raised unless they have the tools to get beyond it.

Question #6: Identify and discuss your budgeting experience, knowledge and skill.

Mr. Coe advised his current budget is only two pages and he had looked at the Adams Police Department budget and union contract, which he said dictate how things are done. He noted that the contract seems very reasonable and to be a very good contract. He explained it is similar to what he currently has in place but it in an excel spreadsheet. He stated he has 100% responsibility for the budget and lives by it. He checks in with it every 6 months make sure everything is on track because things happen like losing staff, staff going to the academy, an officer injury, military activations, and other things. He advised he knows his budget well enough to have a major event and if he is thrifty he can handle two issues because he is experience and well versed. He explained that he has weekly conversations with the Town Accountant, who is particular about how things are done with salary and expense components and he does not go on a spending spree. He stated when he has needed equipment he looks for grants before asking for a transfer. He referenced the requirements of Special Town Meeting and knowing the deadlines and best practices as well as when to do a posting for capital expenses. He advised that there is a clothing allowance in the contract as the Reserves use them for the academy. He clarified that quite a few of them also don't have full time jobs and use them for working and details. He explained he has a Master's Degree and has been doing well for first six years spending money like it is his to be accountable for the tax payers and as a report card for the town.

Question #7: As a lifelong resident of Adams, I have witnessed the evolution of our Police Department. I vividly remember as a young man the officers walking the streets and addressing you as you passed by. The nightly rounds to stores to check on their security. The writing of tickets for expired parking meters. In short, the Adams Police had a visible presence and you knew who they were. Times have changed; they always do. No longer do the Town's Police

Officers walk the beat. They drive their cruisers to accomplish their tasks. NO longer do they check stores after closing. They shine a spotlight on the business façade and move on. No longer do they write parking tickets for meter violations. We needed to add a Town position to make this transition. I must admit that I cannot put a name to a face of all of our Police Officers. What is your take on policing, which I term “resident friendly”?

Mr. Coe noted that what was said was true and he feels he must protect the profession and the officers. He explained that the profession is now asked to do so much more in the community and not just enforcement. Now it includes social work, mental health work, and dealing with things that take more time for an outcome, not just writing tickets. He pointed out that just because you are not seeing the officers doesn't mean they are not doing something, however if there is a perception you just have to respond. He explained that he has three goals for his staff. The first is to keep him happy by thinking about work when they are at work as people are distracted at work. This means no errands. The second is to share the work load. He gave an example off a scenario where officers were expected to share the work. The third is to be part of the solution, not the problem. He noted that one of his biggest strengths is problem solving. He stated he sees too many people focus on the problem instead of moving forward and if something is broken he doesn't want to find it on his desk. He expects the staff to solve the problem. He gave an example of a problem to illustrate the point.

Question #8: The Adams Police Department works closely with the Adams Fire Department, Adams Forest Wardens, EMS, regional emergency management, and State Police, as well as community-based organizations. What has made you an effective collaborator in your current or past jobs?

Mr. Coe explained that when things happen there is always collaboration. He noted that he will always ask for other agencies to assist. He pointed out that all MEMA and FEMA grants require collaborative effort. He advised he has a good relationship with both the Sheriff's Department and State Police. He referenced working together with Mike Winn of Pittsfield on collaborating in a way that reflected the Fire Chiefs system that wasn't being done with the Police Chiefs. He referenced details about emailing meeting minutes and announcements or training information to keep agencies apprised of what is going on in the county. He noted that he has all of the Chiefs' cell phone numbers and there is a mutual aid agreement that allows collaboration to happen faster than the Chapter 41 Mutual Aid law. He stated he would have to learn the Fire Department and he has served on an Emergency Management Committee. He referenced training on NIMS and ICS 100, 200, 300, and 400. He explained he has more than the required training for Massachusetts Emergency Management so he knows what is going on. He advised this would be helpful for incident planning for the Thunderfest and Ramble and he would do it prior to these events and share with the Fire Department and Emergency Management Agency. He noted training and compatibility through MEMA on their websites. Examples were given of challenging working relationships and it was noted that he is being paid to adjust and it is part of the responsibility of professionals. He noted a change in training with the Fire Department in Dalton and how he used to be at every meeting and weekly drill. He explained his extreme work ethic and that he doesn't like idle time. He gave his philosophy and personal policy of finding something to do. He also explained he doesn't hold grudges and prefers to just move forward. He explained that the Town hires a Police Chief for the good times and the bad times and it takes time for department heads to move up which is why he applied for the position.

Question #9: In thinking about the regional and collaborative nature of the Police Chief position, what is your experience working with a District Attorney's office?

Mr. Coe advised that he has had good interactions with both the past District Attorney and the present one. He explained that he worked for a task force in the building and had a lot of interaction with the Assistant District Attorney senior staff and the District Attorney. He noted that he has done press conferences with the current District Attorney where he was asked to speak and he tries to get on board with any initiative she puts on. He explained that the District Attorney sets policy and not everyone liked the former District Attorney's policy so it is not a surprise that not everyone agrees with her policies.

Question #10: The position of Police Chief requires a high degree of accountability. What does accountability mean to you in a legal sense? With regard to data and metrics? In terms of relations with the community?

Mr. Coe explained that he is currently going through accountability and using data and metrics in his town to support his initiatives. He referenced a hearing he went to on Friday where data and metrics were used in the opening statement to demonstrate maintaining the law. He noted at the hearing there were 14 letters from 14 officers in the last 10 years from employees that left and went to a higher paying department, and not because of him so it supported his and his Sergeant's leadership and training. He pointed out that numbers don't account for everything that is being done, and he is about accountability. He briefly explained working on grievances and that everyone likes it when the other person is being held accountable, but not themselves. He noted that he believes in remediation rather than punishment, and the time to worry about it is before you start the process. He outlined challenges between IMC which creates incident reports and data log entries with extended narratives which don't show the same data. He pointed out that one officer may be proactive and gets arrests where the citation staff metrics are not showing the same amount of activity. Midnight shifts are reactive calls and the numbers are going to be lower so they cannot be compared with day shifts. He explained different staff activities and responsibilities that cannot be compared. He noted that he posted bi-monthly and annual reviews, but annual assessments show data-based information for accountability. He reviewed his training on assessments of staff in regards to the statistics. He reiterated that he believes in accountability and statistics. He reviewed a detailed list of what officer related activities include. He noted that he 100% backs his own decisions and that he expects staff to be part of the solution, not the problem. He stated he requires a minimum of three activities, and gave examples of what they could be. He clarified that activity doesn't show up in the rules and regulations in response patrol. He noted he remediated this two years ago and got no verbal complaint from officer or union and no grievance. Rather not discipline and would rather remediate and felt this worked. According to grievance procedure in contract they have 5 days. He reviewed the second part of the hearing which is forthcoming and how he has witnesses testifying to this. He demonstrated his communication with the Board of Selectmen to keep them up to date and explained that part of the reason for bimonthly reports is because there was an agenda due to a major interaction with the Town Manager. He explained that at Department Head meetings a report was made monthly on what was completed, what was new, the status of the budget, staffing, training, and vacations. He explained that he did not give details on investigations for confidentiality in a public forum for ongoing investigations. Once the information was handed off he stated he was supposed to shut up, but the Board of Selectmen asked what was going on. He said it was at the convenience of the Town Administrator to get some details to satisfy the inquiry. He gave an example of a situation in 2005 which was the biggest seizure of drugs he had and the case was ongoing. He said it was really too new and thought they wanted to do a public recognition it was not the time to spike the ball. He expressed that they honored his request and built a foundation for the system. He explained that he created an Officer of the Year

Award that he framed after a commendation system done by Northampton. He noted this offset the bad the officer heard all day long.

Question: #11: Is there anything that we didn't ask that you would like to be sure to share with us?

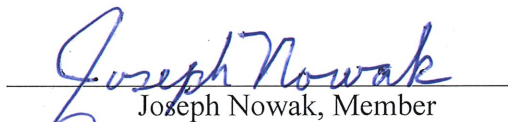
Mr. Coe advised he greatly appreciated the opportunity and was confident with his decision, though not everyone agrees with it. He explained that he loves his community and is happy with the relationships he developed with seniors in the school district. He referenced a letter of recommendation and noted that the media coverage raises a question. He pointed out that he is more than just a Chief, but also the father of two kids in high school. He explained that he is willing to take the risk and recognizes that a good thing has come to an end and he is looking forward to a positive outcome. He stated he felt the risk is worthwhile to try this Interim Police Chief position and no matter what the outcome he has made a good choice. He explained he would want to honor his contract with a 30-day notice and does not plan on walking out. He stated that if he did not get the position he will try again for the full-time contract. He noted that the Dalton and Adams Chiefs have gotten along and he loves Dalton and never envisioned he would leave but some times it is important to know when to say when.

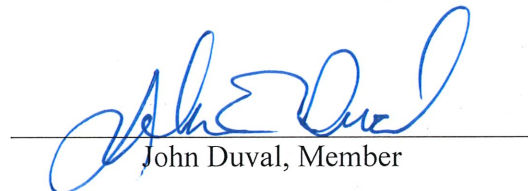
Question #12: Do you have any questions of us?

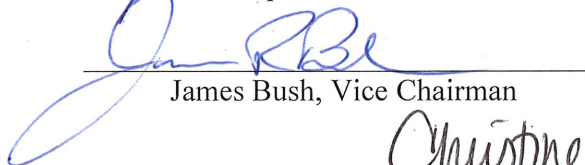
Mr. Coe advised he did not have any questions other than contract and decision timing. The timing of the Police Chief retirement was noted as being mid-July and the Board will be in touch with candidates next week.


ADJOURNMENT: Motion made by Vice Chairman Bush to adjourn the meeting, second by Member Duval. Vote: unanimous. Motion passed. Meeting adjourned at 8:02 pm

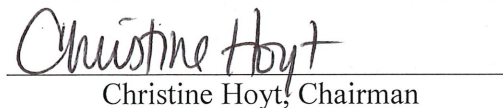
Respectfully Submitted by Deborah J. Dunlap,
Recording Secretary


Joseph Nowak, Member


John Duval, Member


James Bush, Vice Chairman


Richard Blanchard, Member


Christine Hoyt, Chairman