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BOARD OF SELECTMEN

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Wednesday, December 9, 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 and on Zoom. The meeting was called to order at 5:00 p.m. by Board of Selectmen Chairman Hoyt. Present were Vice Chairman Blanchard, Members Duval and Nowak and Interim Police Chief Bacon. Attending virtually was Tammy Daniels of iBerkshires.

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 recording of this meeting is available for anyone who wishes. Rule of 10 in place according to Code Enforcement for the size of the room in accordance with the Governor's order and NBCTC will post a link soon after the meeting.

POLICE CHIEF FINALIST INTERVIEWS:

Time: Dec 9, 2020 05:00 PM Eastern Time (US and Canada)

Join Zoom Meeting: <https://zoom.us/j/96228375324?pwd=UnhiSFpXbkVncldpGUGtpS3pJdEtJQT09>

Meeting ID: 962 2837 5324; **Passcode:** 142807

Dial In: 1 301 715 8592 US (Washington D.C); 1 312 626 6799 US (Chicago);
1 929 436 2866 US (New York); 1 253 215 8782 US (Tacoma); 1 346 248 7799 US (Houston)
1 669 900 6833 US (San Jose). **Meeting ID:** 962 2837 5324; **Passcode:** 142807

POLICE CHIEF INTERVIEW: CANDIDATE ERIK JOSEPHSON

Questions from the Board of Selectmen, Erik Josephson: *Chairman Hoyt* introduced all members of the Board, the Town Administrator, and the Screening Committee Members. She advised who was on the call as well. She reminded everyone that this is a recorded public meeting and reviewed the technical logistics and how the interview will proceed. She noted that Chief Josephson had met with the Board in June in person, prior to Covid-19 virtual meetings becoming necessary.

Question 1, Chairman Hoyt: *Briefly tell us about yourself and how your professional experiences and skills have prepared you to assume the responsibilities of Police Chief for the Town of Adams? What specifically, makes you the right fit for our community?*

Candidate Josephson: I have been in law enforcement for over 33 years, and have been married to the same great woman for 30 years. I started as a Special Officer in my hometown in 1986, which was a great opportunity and thought working at home would be a great start to get my foot in the door until I started dealing with people I grew up with who were friends of the family, which causes undue stress on a young career. I wanted to be in a city environment, being young, so I went to the neighboring City of Woonsocket. I spent over ten years there, started as a Patrolman and worked my way up through the positions. I paid for a lot of my own schooling and grabbed whatever paid training I could as well. I served as a Field Training Officer (FTO) and served with the Gang Unit. I did unofficial gang work in the department. I always enjoyed the

stolen car and gun calls, which led me to the gang environment and that's how I got immersed into it. I found it interesting to deal with the different cultures and I had a great opportunity to affect some lives, which I did. I had some failures too. Every time you think you take one step forward, whether it is addiction or street or living environment it is important to hold back a little bit because you aren't going to win all of the time. When I first left Woonsocket I was in a shooting in 1997 and decided to go to New Hampshire. I found a Sergeant, Commander of Operations position for the department, got the position and loved it but had to leave when my father was diagnosed with cancer. I learned a lot there and got ideas about how to move my career forward. I had a mentor that gave great advice that I modeled my career after, who advised not to leave the lifelong patrol and retire like I thought I would. I took his advice and this is one of the opportunities. I learned budgets, dealing with different personalities, managing people and dispatchers. You have to learn to get along and build a team, and the goal was for the future. Budgeting was a great opportunity. I am not a big fan of budgets, especially if you need something and you have to negotiate and explain why you need them. If it is for the good of the community and the officers you do what you have to do. I had an opportunity through my wife's work to move to Colorado and I went and got certified, but three days before we were to a family issue came up and we couldn't do it. We came back from Colorado and went to Vermont, which is a great environment to raise kids. We lived in a small town at the base of Mt. Mansfield. He provided more family information. We wanted to move back because my mother was dealing with Alzheimer's, but unfortunately passed away before I made it back home. I took a job in Egremont as the Chief and it was a great way to grow my career and a great opportunity again to work with budgets, deal with different personalities, programs and the projects I wanted to do. I like to be busy. I don't sit around. I am not very good at wasted work and I like producing something and to do projects that I can follow through with. I did very well with the community outreach projects in Egremont, which were well received. The community as a whole really liked me and I really enjoyed working there. Unfortunately, I had to leave about halfway through my contract. I decided I was not going to renew my contract because of some problems with the Town Officials that were putting me in a position and interference at the administrative and political level that were directly against my ethics and integrity so I found it necessary to leave. I was taught that you are born into this world with your name and you leave this world with your name. What you do in-between is up to you. I am a man of my word and I finished out the contract. I provided the services for the community, though I hated leaving them, especially the seniors, and I loved working with them. I keep in touch with them even today, and I know I made a positive impact. I took a little bit of time to figure out where to go from here. I love the career. I am not a paycheck cop; I am a life cop and I was born to do it. I played cops and robbers as a kid and I was always a cop. I took about a month and rode my motorcycle and then decided I needed to keep working. It is a big part of me. It is time for me to go back. I think I have a lot of skills, training, management experience, and have been very successful with people I have trained and led that have gone on to be Police Chiefs, and Captains in different departments so what I was doing was successful. I think I can do the same thing here in Adams. You have a great department with a great reputation and a lot of young officers that need guidance and stability and a leader with the skills they haven't developed yet. There has been an exodus with the Chief and Senior Sergeant leaving and there is a little bit of a void. This is a department I think I would be a good fit for and that is why I stayed with it. I applied for the position when it was full time, and the Interim Position. Chief Bacon has done a great job since then with the promotions he has made and the officers' performance have been very good from what I have read since then. I would like to give it a shot and see what I could do for the department.

Question 2, Vice Chairman Blanchard: *Please discuss your experience in assessing, developing, and implementing department policy & procedures.*

Candidate Josephson: When I worked in Lincoln I was co-manager of the accreditation process for the Police Department. I did a lot of work bringing the department up to speed as far as accreditation, and a big part of the accreditation process is policy development, maintenance and follow-through. I spent a lot of time working on those. I would pull them out, review it, make sure it was up to speed for state standards and laws, and make sure it was up to best practices as far as whatever the item was such as tasers. There are very little changes but there are little tweaks, and there are changes in state policy and uses of force. I made sure it was up to speed, signed off on and then put back in the book. The best way to do that is every three years. It is an

extensive process and it goes by quickly. The best way to do this is every year to pace yourself, do one every month and it isn't all that bad. I have written policies as far as some of the tools that we use. Woonsocket is one of the first taser departments in the state. I was one of the first instructors in 2000 when the taser had first come out. I was new to the product and the City had not seen the product other than sending me to training. I liked it because it was something I could have used in 1997 and wouldn't have had to use my firearm but we didn't have that option back then. I voiced interest in it and went with the officer that was there that night. We wrote the policy together. The policy was limited and Taser put together a great package and their policy that was pretty good right out of the gate. Their policies are very lengthy. I enjoyed doing that. When I went to Egremont the policies were so outdated the paper had changed color and had not been updated. My goal was to start and complete that process but with everything going on I had other things that needed immediate attention. I started with a couple of them but as I did not renew my contract I think it is what the next Chief needs to do. After speaking with Chief Bacon, the next Chief coming through the door will be dealing with policy development, updating the policies, and making sure they meet the standards for certification with the state; and accreditation if that is the road you are going to go down. I am interested in doing it, and it is very time consuming. You need to find a balance with working on the policies and getting them done in a timely manner but you can't put everything else on the back burner. I am a firm believer of the Chief leaving the office and being on the road when possible and letting the men and women that work for him understand that he is there for them. You need to manage your time and set goals, deadlines or waypoints to accomplish them. If you decide to bring someone from the outside in to help with the certification or accreditation process I, as the Chief, would want to go through every step of those policies and I wouldn't want someone writing them for me without my knowledge or input on them. I am a firm believer in rules and regulations, and I don't know if Adams has them to go along with their policies and procedures. When I got to Egremont they didn't have them, but I have always liked them. They are squared away, up front, defined and focused. One of them tells you what to do, and the other tells you how to go about doing that. They go hand to hand. The officers need to know what they are and are not allowed to do, what they need to be successful in following through with the policy, and how to go about doing that. If you don't have a rules and regulations binder in place, I would be interested in pursuing and installing them in the department. I am a firm believer in accreditation because it puts everyone on the same page, and it reduces liability within the department. It makes the officers more comfortable because they know what is expected of them, how they are expected to behave, what they are supposed to accomplish, and they know the department head is willing to put something in writing that they can refer to if there is a problem. It makes them more comfortable and trusting of the department and the job they are doing. It also helps to define exactly what their job is. New Hampshire it is accreditation only. In Massachusetts it is a certification process first, then an accreditation process. If I remember correctly, there are 159 bullet points you have to hit to reach certification in Massachusetts, and it gives a town an opportunity to see what they are getting into. Financially there are monies involved. He gave an example of an impound yard that has requirements of fencing, a locking gate and lighting and costs a couple thousand dollars. Not everything costs money and a lot of it is policy development, rules and regulations, use of force continuums that are solid and up to date. Not everything has a price tag to it but at least it gives you a taste to see whether you want to commit to the accreditation process which is 257 bullet points. There is more to do and there could be more monies involved. I can tell you from experience, but I am not Select Board, so I don't have to answer to the community where their money is going, but I can tell you it makes a strong and trusted department and overall it is a win/win.

Member Duval advised that he and Vice Chairman Blanchard are on the Public Safety Sub-Committee and are looking forward to working together with the new Chief and the Town Administrator on the policies.

Question 3, Member Duval: *Please discuss your experience in implementing training. Specifically, do you have experience with any training programs that focus on serving diverse communities and vulnerable populations?*

Candidate Josephson: As far as diverse communities, when I was in Vermont I was able to push forward a gang interdiction and intelligence class at the academy. When I first got there, the state did nothing for gang

activity because they wanted to say they don't exist and they don't have a gang problem, so why address it. The problem was they had a lot of transplants of people coming through from New York, Connecticut, Massachusetts, Pittsfield, Adams and North Adams. It is a drug trade. Vermont is a non-gun state so there were drugs going up and guns going back, because part of the problem is there are no gun laws up there. In the gang training I was the first instructor, and I taught a class up at the academy for an hour and forty-five minutes, and you touch on a lot of things to give them a little bit of awareness. You can't get too in depth. Vermont is predominantly a white state and most of the officers that work in the state are from Vermont; many of them from small towns of 900 or 2000 people, and for the most part they are from farmland and small communities and have not had much exposure to different cultures, races or people of color. They have a lack of experience to open their eyes to see different things. When I teach, I am teaching about gang activity and gangs, white supremacy and motor cycle gangs that are predominantly white but also about Laotian, Latin Kings, Vietnamese gangs, and others. To try to teach that in a classroom setting where there are maybe ten percent minority students, it is difficult because you need to get the information out there without crossing lines and boundaries. I took the time to mold and craft a presentation that I thought was very good and got feedback especially from the minority officers that appreciated the sensitivity in approaching these discussions. Unfortunately, most gang activity takes place in depressed areas and due to socio-economic factors, a lot of these areas are minority based. You end up heading down that path with minority communities as a whole and my problem in Vermont was to get these students that are not very diverse to understand that not every African American male walking down the street with a rag in his pocket is a gang member, and not every Asian male or female you see is a Laotian gang member. It is not cookie cutter, and is a matter of opening your eyes and seeing the big picture and not being narrow-minded. I had a lot of great discussion. If I had different cultures within the classes I would have them discuss that and what they dealt with, because I had a lot of some officers coming out of the Connecticut area and they had Laotian and Vietnamese gangs there and they lived in some of these environments, so they brought things to my attention that I was not aware of. I was able to not just teach the basics to keep officers safe but I was able to open some minds to keep people open to looking at the big picture instead of "this is what I was taught in class". I got them to look at everything. I spent some time with bias training instituting the roll call training programs. I did one in Egremont. Each month we would do a roll call training course and I would pick the topic and I would make sure the officers signed off on the trainings. Bias training was one of the big ones, and they get it in the academy but two or three hours after 4 or 5 years it doesn't carry much weight because you have forgotten everything. It is nice to refresh that and start looking at the big picture. It is a matter of repetition. You are not going to change cultures but you can change minds or at least have discussions. I have done trainings and basic trainings like taser, baton, shotgun, and others. I was Vice President of the New England Chapter of the East Coast Gang Investigators Association and I taught at the classes held in Massachusetts every year. I also taught and spoke internationally as a member of the Pan-Am Intelligence Agency which is Canadian American, and we share information across borders. I have had a chance to influence lives and change and influence careers. As a Chief, it is important to do training yourself, and not just have a training officer doing things, and not just attend it. I bring a lot of experience to the table that your young officers haven't seen. I would be more than happy to put on a gang class in house for the officers. What they are seeing at a car stop I can guarantee you they are missing the warning signs. They look for the tattoos, drugs, guns, items on the dashboard, probable cause, public safety issues, but they are missing the black boot with the red laces which indicates a White Supremacist.

The Zoom Meeting was interrupted by several parties that called in expressing inappropriate language.

Question 4, Member Nowak: *I believe consistency is a trademark habit which those close to you can relate to. Of course, there may be times when a pressing matter arises which could make your demeanor flow out of character. This happens to all of us from time to time. Should you be selected as the Police Chief, your officers and ancillary staff will become your family. How in your lifetime experience have you managed to remain consistent through good times and bad times? Level-headedness and chosen words are so important. Reactive responses to situations can be harmful and long lasting.*

Candidate Josephson: In this career there are plenty of good and bad times. When I started 30 years ago the environment I was working in was at the tail end of Vietnam, and there were still the effects of that in the middle 1980's. Law enforcement was a proudful and respected position, and I was feeling some of the pressure and negative reactions to it. My career in dealing with the public has been a series of waves. In 1986 I started at the bottom as a Special Officer learning the basics. In the 1990's we were riding a high for a while in Woonsocket, and we had a department that was damaged and I had a lot of comments made to me. I understood the mission of the position and the job, and had to swallow my pride and put up with it. Maturity is huge. I have been called everything in the book, and I look at the young officers on TV dealing with riots over the summer with people two inches from their faces, squeaking pigs and calling them everything, and they are tough. They understood what the job was about and what their mission was without overreacting or reacting to it. Prior to that, it would be an automatic disorderly conduct arrest for that kind of behavior in public, inciting a riot or assaulting or fighting words, depending on what state. We started dropping at the end of the 1990's on the downside of the wave and then September 11th happened; an absolute disaster, a day I will never forget. For the next ten years cops and firemen would walk on water and could do no wrong. Their response from first responders to the tragedy was spectacular and earned the respect of the nation if not the world. Friends overseas were impressed with what happened and hoped they never had to deal with it in their countries. First responders made a name for themselves. When you are hitting the highs, it is great to be a cop and when you are hitting the lows you have to manage your emotions and the stresses. Now here we are at the bottom again, lower than we have ever been. This summer has been an eye opener for the country if not the world as they are dealing with the same thing in other countries. Right now, being a cop is not the greatest thing to a lot of people. Recruitment is down. Candidate pools in the 80's for a small department of 25 people would have two openings and 400 people applying for it and now you are begging for people to apply for it. It isn't just the money. Money problems started showing up about five years ago where you can make more money in the private sector and not get shot at. That is the direction it was going. This year has changed a lot of things. You are hustling to get people to apply. I have noticed you have been able to make some great acquisitions of patrol people over the last six months and the promotions to Sergeant. I am very impressed with the moves you have made. Though in a tough society, it is tough to be a cop in this environment, and a lot of departments are trying hard to retain their officers. Adams seems to support law enforcement and understands they have great officers that work for them, and have a great police department that does a lot of good things for them. You can't bad mouth it when they are doing the right thing day after day, putting themselves out there, making the connections, doing community outreach programs and affecting people's lives to go in a positive direction. How can you say they are nothing but a crooked cop? Adams does a great job of that and that is the biggest reason I hung around for this. When I came out of retirement and heard Chief Tarsa was retiring, this one jumped to the top of the list. I like the Berkshires and Adams. When I was in Woonsocket I loved the city and the foot chases every night, and I was young and aggressive and I loved every bit of it. When you get older and your broken ankle and broken hand add up after a while, it is not so fun after all. I took off for the mountains the hill communities. I like living quietly and being part of something bigger, not a number, and where we are part of it. That is what I like about Adams. The way they support the community is fantastic. Chief Bacon can't say enough about the support from the community and the department itself and the support the officers receive from the community. The public is liking what you are doing, which is great. I think it is maturity. You can say anything you want to me and it's not going to offend me. I am sure someone will find that will push a button someday, but I have heard it all before, I've done it all before. Maturity keeps you calm and in the position. I thought I was going to be a "twenty and out" cop because that was what I was told when I started. Do your twenty years, get your pension, then go do something else. Here I am, all these years later and I am not a lifetime patrolman, and I am trying to go through the ranks and building my career and have become a leader of men and women. Retirement is not for me. I was born to do this. Coming back is not just looking for a job; it is something I missed. At 65 years old I am going to be told in Massachusetts "out you go". I wouldn't do it if I didn't enjoy it, if I couldn't put up with it or if it wasn't doing something positive.

Question 5, Chairman Hoyt: *What do you consider the essential elements of effective labor-management relations?*

Candidate Josephson: Communication. That is the number one thing for me. You can become a manager or be a leader. A manager knows what the right thing to do is and sits there and that's it. A leader knows what the right thing to do is and does it. If you are doing that, you are aware of what is happening. As a leader of a department you need to be involved on the road and know what is going on with your officers. Not just reading reports or being told stories of what happened last night. This job changes on a daily basis. With dealing with the people underneath you if you don't have the information necessary to decide about what is right or wrong, you can't make the appropriate decision. It is important to be informed. If it is a disciplinary matter, and I think it should be a certain way and it is not that way because I have not been on the road for ten years, I am doing a disservice to the officer and to the community. It is a matter of the experience; experiencing what they are experiencing. It is about communication. Nine times out of ten, the CBA is very well laid out and strong for the officers and strong for the town. Contracts are often too strong for the administration or too strong for the officers and you end up with bad officers like the officer in Minnesota. You have to find that middle ground, and a lot of it is conversation. You can avoid grievances being filed over a misunderstanding. Do what you can today and plan for tomorrow. Communication is what I have found to be the way to deal with people.

Question 6, Member Duval: *Background was given about metrics and budget information that was provided to him in the past, and brought forth the policies and procedures that are forthcoming. Not an officer and not telling the Chief how to run the day to day operations of the department but will ensure they get what they need. Please discuss your budgeting experience and how have you used data and metrics, both to assess performance and the needs of the community and department?*

Candidate Josephson: Either is predictive data. I don't have a problem dealing with numbers, and I want to see what is happening. It is only part of the story and people sometimes rely on the numbers without hearing the whole story and really knowing what is going on. He gave examples of providing New York City data and another with St. Albans and noted it is more reactive than predictive policing and only part of a story. He gave an example of a scenario where data is used and how it could look like an officer is not doing his job, but the larger picture tells a different story. He advised that you need to have the intelligence and the information to go along with the numbers. Numbers on their own can bring you to an area but only tell part of a story. It does have value, needs to be paid attention to, but needs to have the information that goes with it. I have no problem with holding people accountable but want to be sure I have the whole story.

Question 7, Vice Chairman Blanchard: *The Adams Police Department works closely with other public safety agencies, emergency management organizations, the District Attorney's Office and other community-based organizations. What has made you an effective communicator and collaborator?*

Candidate Josephson: I am passionate about my job and I talk too much when I get rolling. It is important to work together to get things accomplished. Adams Police Department is not the only team; it is part of a team for the Town of Adams such as DPW, Fire Department, etc. If I need barricades on a flooded road and I call for the DPW to bring the barricades to free up officers by blocking the road and securing the area, they will come and help. It needs to be returned. If the DPW needs lighting for a clogged drain and need blue lights for extra safety, we need to be able to work together to accomplish that. I am a big fan of collaboration. One thing I did in Vermont besides the gang training was that I started an information sharing statewide so the different departments were talking to each other and sharing information about gangs. They traded information from communities and found they were able to make connections on the same gang. It is important and the northern part of the Berkshires would be a great area to share information on an investigative level with your in-house detective, North Adams, Williamstown sitting down with a binder to share what is being seen in our community. He gave a scenario and advised you can clear a lot of cases that way by having those conversations in person. If there is nothing to share, just listen to the others there is information that can be gathered. These are the kinds of things I would like to see to accomplish a larger goal.

Question 8, Member Nowak: *The Town of Adams has changed demographically and economically over the years. Being a lifelong resident of the Community I have witnessed the transition. For example, I did not see my first person of color until I was approximately 11 years old. There were nearby companies of size and stature that offered good pay and security. Downtown Adams was a busy place. Fast forward. Adams is still a great place to live. A quintessential New England Community. However, our evolution has brought to us a different citizenry. Today, our population is made up of different ethnic groups. Somewhat of a mini-melting pot. We have become a more diverse community. We also have a transient population. Be it known that 50% of our housing stock are rental units. These facts are replicated in many areas. Tell me what diversity means to you and how our Police Department can better understand the nuances of varying cultural groups.*

Candidate Josephson: Working in Woonsocket was a great experience and opened my eyes to a lot of things because it had a very diverse community with a large African American, Asian and Hispanic population. It was a giant melting-pot and always had been because it was a mill city and people came there to work. They were willing to take the lousy jobs and when the mills closed down they stayed. I treat everyone the same. I talked about gang work earlier. I worked in the housing projects when I was doing the gang work, and the Asian communities are very tight, untrusting and stick together. Cops are on the outside. They had bad experiences in their country and stick together in small tight communities. He gave an example of how he was able to break the barrier and help a kid that had stolen a car and had been bullied into joining the gang and was dealt a bad deck of cards. He explained he was able to get him a job, get help with schoolwork. He graduated from high school and was invited to his graduation party because he helped him to walk away from the gang life. He told that the kid went to night school, got an Associates' Degree and he kept in contact with him. The kid got a scholarship in North Carolina and got a four-year degree, and is now a manager of an establishment there. He noted he is very proud of this connection. He stated you need to work with the different communities and go into the uncomfortable places. The minority communities are outnumbered and they are uncomfortable. You need to be willing to go to the uncomfortable areas to make connections, to treat people the same and give them the same opportunities. He gave more family background of assisting with teaching people of minority communities to speak English. He explained his contacts in the communities, once he walked through the door, did not feel he was the "Boogie Man" and felt completely comfortable with him, called him by name and were able to reach out to him. With the demographics changing in Adams, he explained this is what Adams needs to do. He explained he had learned street Spanish and stated that is how you make contact. There is always the language of respect and the Officers in Adams have that but he would like to get them into Spanish classes.

Chairman Hoyt: *Tell us how you envision how you would work with the Town Administrator and the Board of Selectmen? The Board of Selectmen has the appointing authority of the Chief of Police but the position answers to the Town Administrator.*

Candidate Josephson: I don't have a problem with it. It would be a good match. This is the second time meeting with the Board and both times have been comfortable. I like engaging conversation and the respect I am shown last time and this time and the reputation you have as supporting your police department and really enjoying your town and being part of it. That is the kind of thing I am looking for and can work with. Town Administrator Green and I have spoken and I know his background, and he has that police and prosecutor background. There is nothing worse than having to explain something four or five times because it goes over their head because they don't understand. He gave some examples of wording that could be misunderstood and noted that communication will be fine. He advised that Town Administrator Green understands what is going on and let him know where he stood and it was very telling. He understood my vision and as a Chief you have to have vision for the direction you are taking the department. If you are just flying by the seat of your pants and slapping programs onto things that already exist you are not accomplishing anything and he understands that. You need to be focused, have a deadline and a goal, and a place to go. I am old school with the way I do things but have modernized along the way with body cams and love them. My integrity and honesty are everything. Cameras are nice. They help the town cut down on liability and provide evidence collection. It saves the officers more than it hurts them. Technology is a big part of it. It will be good working together with the Board. We are not always going to get along with budget time if I ask for things and you tell me there is no

money for it, and I will repackage it and try again next year. We will have problems, everyone does, and someone will say something or do something and someone will take it the wrong way. I am 55 years old and I have had people angry before and we can talk through it.

Board Members were invited to ask follow-up questions.

Member Nowak: *Should you be chosen for Chief Police, and living in Egremont, have you had any discussion about moving closer to the town or do you feel comfortable with the distance from Egremont to Adams and your ability to stay connected to the loop?*

Candidate Josephson: Going into the winter it would be tough to move but with my luck I would order a moving truck and we would get three feet of snow. It would be something I would guarantee within the next six months. He explained his motorcycle trips through Adams and would be interested in moving into town or the outskirts. I believe a Police Chief needs to be part of the community and can't be effective unless you live there. We like Adams, you are very involved and welcoming. I have stopped in several times and talked with people in town and had good conversation. That is the kind of thing we like, to be part of a bigger thing than ourselves. If I live an hour away, three years from now, I won't be an effective leader. The officers shouldn't need to wait an hour for me to show up.

Member Duval: *Regarding working together with the Board, the Board hires the Police Chief but also works together with the next Police Chief on policy based on state law, groups and memberships we are part of in the state and federally and will count on the next Chief tremendously in that area. With the policy part as one of our goals, the budget season we do every year. Would you welcome the Board Members to do a ride-along and meet with your officers and get a better understanding on how the department works?*

Candidate Josephson: Policies take everyone and you need to sign off on them, I need to sign off on them. All three of us, legal, Board of Selectmen and the Chief, and it is a process that takes time. Rough drafts, highlight this and scratch out that but it needs to be legally solid. From a financial aspect, it needs to protect the insurers. I am more than happy to work with you on that. Let's talk about it and make sure. If a ride-along can be done safely, absolutely. I think you should have regular contact with the officers and see the areas they are working in and see what it is that your officers do to protect you and the community. Conversations let you know whether you are doing the right thing or not. The commendation the other day was impressive. You had two Sergeants promoted, one with three years on the job, and that is huge. I expect to see great things out of him. The reputation the officers you have speaks volumes. Cops are very proud of what they do. I like explorer programs for kids and adult programs as well.

Chairman Hoyt advised that Detective Cunningham, Sergeants Malloy and Onorato were on the call.

Question 10, Chairman Hoyt: *Is there anything that we didn't ask, that you would like to share with us? Do you have any questions of us?*

Candidate Josephson: We covered everything especially combining the last interview and this one. You answered the questions I had. I am very straight forward and what you see is what you get. If I say something, don't go reading something into it. What I meant is exactly what I said. I am straightforward, there are no questions and I am not a mystery. If I have something to say I will say it, and I have been called every name in the book. It takes a lot to offend me. My wife and I are looking forward to something like this. It is a great community. The big thing that works in my favor is that I don't know anyone up here so I am a clean slate; whatever happened in the past has nothing to do with me and is no consideration to me. Everyone starts at day one, just like I am starting at day one. Everything before me has nothing to do with me and from day one forward is where we begin. Trust me and I will trust you. We will get there with baby steps.

Question from Candidate Josephson: *what do you see is the biggest issue the Police Department needs to address for the Town?*

Chairman Hoyt: The budget. We don't have much room in the budget in our tax rates and we need to be mindful of the spending that takes place. Some of the higher costs fall under the Police Department in

personnel, and equipment as well. I am looking for someone to look at the budget and make sure it is in line with what we need. We are going to ask that you don't spend what you don't need to spend.

Vice Chairman Blanchard: Maximizing the effectiveness of the Department. Not saying something was wrong before, but we do very well and we would like to see them continue.

Member Nowak: Having our police staff more visible to the community. In times past policing has changed and continues to change but walking the streets now and again is not a bad thing. We had a bike patrol that seems non-existent now and it is good if the officers get out and have conversations with the citizens. It has become "getting in the car and driving around" and in a small community getting out and speaking with the community is important and has been somewhat lacking.

Candidate Josephson: I keep up with the technology but have an old school approach to things. Community Policing to me is not Coffee with a Cop or National Night out. Those are Band-Aids that are slapped on every agency in the country to say we have a community policing program. Community policing to me is where I started in my career, on foot patrols with my partner. He gave examples of the individuals he met and stated he knew his community, his patrol area. He would know the aspects of their lives and are the things you miss when you are in a car driving through the community. Foot patrol is what taught me how to be a cop. I am a proactive person, not a reactive person. Call volumes have gone up and staff numbers have gone down so you have to handle more calls with less. He gave aspects of what types of information you can acquire from doing the foot patrol. I enjoyed getting out and shaking doors at night. That is what you need to do now. In Adams you don't have enough people in place to have a walking beat. Officers taking five minutes for coffee is decompressing a bit and making sure mental health is OK, but if sitting side by side for a half an hour you have time to walk the beat and interact a little more. Come do a ride-along to put a name to the face.

Member Duval: Adams is a great community and we are continuously improving. How do you keep the families here and get the young people to come back here after college? To keep people here; we have a high elderly population and to keep people purchasing homes and raising families here and to have a safe community. I am very proud of our first responders. We are very proud of our police department and first responders and want to keep it that way and build on that. We are looking for the next Police Chief to continue that goal.

Chairman Hoyt reviewed the next steps for the process.

The Board of Selectmen took a recess at 6:34 p.m. and the meeting resumed at 6:50 p.m.

Candidate: K. Scott Kelley

Time: Dec 9, 2020 06:30 PM Eastern Time (US and Canada)

Join Zoom Meeting: <https://zoom.us/j/97432712401?pwd=OTUzZXVsNnhzNDNHK3pLOTR3eERldz09>

Meeting ID: 974 3271 2401; **Passcode:** 972923

Dial In: 1 929 436 2866 US (New York); 1 301 715 8592 US (Washington D.C); 1 312 626 6799 US (Chicago) 1 669 900 6833 US (San Jose); 1 253 215 8782 US (Tacoma); 1 346 248 7799 US (Houston)

Meeting ID: 974 3271 2401; **Passcode:** 972923

POLICE CHIEF INTERVIEW: K. SCOTT KELLEY

Questions from the Board of Selectmen: *Chairman Hoyt* introduced all members of the Board, the Town Administrator, and the Screening Committee Members. She advised who was on the call as well. She reminded everyone that this is a recorded public meeting and reviewed the technical logistics and how the interview will proceed.

Question 1, Chairman Hoyt: *Briefly tell us about yourself and how your professional experiences and skills have prepared you to assume the responsibilities of Police Chief for the Town of Adams? What specifically, makes you the right fit for our community?*

Candidate Kelley: I am currently in my 26th year of law enforcement and have been in a couple of different departments. He gave his overall background, higher education, and details about his family. He advised he started with City of Anderson, which is a larger department, where he worked for the majority of his career and worked his way up being promoted to different divisions. He advised he received a Corporal promotion early in his career and received knowledge and training that he leaned on for the majority of his career. He advised he is dedicated to the Community Patrol Division. The Community Division that got out in the community rode bikes to get closer to people, attended church events, community meetings, and worked in schools with the kids. He spent nine years on patrol, which helped him to think in a different way about how to reach out to community. He noted that if you are more transparent the community would help in return. That experience carried throughout my career. In a leadership position the thought is how to involve and be involved in the community. I moved into investigations, which I always wanted to do, and found the way it worked and my way of police work lent itself to that direction. I was promoted again and went to the Training Division where the need was. I gained experience in recruiting and instruction and have been a South Carolina instructor since 2006. I moved back to investigations and spent the rest of my career until 2013 there doing investigations, primarily crimes against children and also financial crimes. I have been on the South Carolina State Task Force for internet crimes against children, and then accepted a position as a Supervisor on the other side of South Carolina next to Charleston at Folly Beach. Within six months there was a change in leadership and I was moved into a position of commanding daily operations which prepared me for the position of Chief that I hold now where I learned budgets as a first line supervisor for patrol, detectives, beach patrol, animal control, dispatch, and other areas. I found things were not where they should be and began to fix things. Policies and procedures were not up to date or were non-existent and with the Chief developed all of policies and procedures believed to still be in place there at Folley Beach. In four years there, I was directly responsible for hiring fourteen officers, many from out of state. A 2017 opportunity presented itself and I moved back to where I currently am in the western side of the state. Spartanburg Community College has multiple campuses, up to 5,500 students, faculty of 2,000 and the campuses are spread out. For the size, it is a small department but I have accomplished a lot there and brought the experience I had. I put policies in place that we knew were solid as had gone before counsel before. He advised his wife is from Massachusetts and gave her background. He noted that they discussed that they wanted to get to thye Northeast, specifically Massachusetts. It was a decision made years ago and that he would get his 25 years vested in South Carolina and then open the door to the move. A year ago, we started making the moves for when September came, when I got the 25 years, and we started looking then. The Northeast has low crime, takes education seriously and with children that is important. I am driven. I have a lot of law enforcement and leadership left in me and that is the driving force. What we are looking for is not just a position, or just a Chief of Police. We want our family to be part of the community and to be somewhere that people know who I am more than just the Chief of Police. I am not so hung up on the position and want my family to have roots in the community. It is not just a place to go, but we want to be there for the duration, and spend a long time to integrate into the community. From everything I have seen, everyone very welcoming. What we experienced that the community is like is checking the boxes. I know I can lead the department, am confident in my abilities, and the other half is important for me and my family to be part of your community.

Question 2, Vice Chairman Blanchard: *Please discuss your experience in assessing, developing, and implementing department policy & procedures.*

Candidate Kelley: Going back to what was referenced in Folley, you have the groundwork with any police department from ethics to use of force, but then you might tailor things to where you are at, such as an example pertaining to the environment you are in. On a beach, the weekends could have an additional 3,000 people at times. I follow state guidelines and the local community and had them reviewed by Town Counsel before implementing. If policies were being changed or were new policies, I brought officers in to have transparency and have officers being part of the decision making. I also had a committee within the Police Department and the committee would get together annually to review them for changes and recommendations to the Chief.

Vice Chairman Blanchard: *What are thoughts on accreditation and accreditation/policy service?*

Candidate Kelley: In South Carolina we had CALEA and SCALEA which accredited through the South Carolina process. There are benefits. The biggest thing about being accredited is that it tells everyone that you have gone through the process and everything is in order and has a seal of approval. There are grants that help when you are accredited. He gave his wife's background on doing grants. Since 2007 she has been doing grants, and knows there are benefits to being accredited. Depending on where you are at as a department, it could be easy or a long process. From my Anderson experience, they go through every aspect as a department. Some things had to get in line first before it could be accredited. There are more pros than cons, and it is worth the work.

Vice Chairman Blanchard: The process for policy and procedure was through the Chief and committee through the department. The Board of Selectmen here makes the policy and has not been done a lot in years. There is a new push to get it done. We were working with Chief Bacon and Town Administrator to get it done.

Candidate Kelley: We can figure that out. Knowing policies, I have it in my head. If it is done differently, it can be done.

Member Duval: Like the way you have included your officers in updating policies, and will be expecting the Chief of Police to work with the Town Administrator to policy updates and reviewing them, would be working with you and the committee and expecting the committee and the chief to work with the BOS to get the policies up to date, working together.

Question 3, Member Duval: *Please discuss your experience in implementing training. Specifically, do you have experience with any training programs that focus on serving diverse communities and vulnerable populations?*

Candidate Kelley: On my training background, I worked on the Training Division at Anderson and was certified as academy instructor and firearms instructor, which has been a huge part of my career as far as motivation on things I would like to accomplish. We should never stop learning. Part of the job description in Folley is that staff must take one training a year and to continue to educate themselves and not get complacent. I have trained everyone from detention personnel and taught officers how to police and turn them loose to work. I got involved in groups when I worked financial crimes and as an investigator. I talked to seniors on how to protect themselves financially and how to protect themselves with credit cards and online. Vulnerable Adults is part of the training in the academy and throughout my career has been a bigger issue as the population continues to get older. The training aspect is something I am familiar with and something I will bring to your department as I have the last couple. It is important to put the people in the right places. I learned early on to know which direction you want to go and start moving in that direction. As long as it is relevant to where we are at, I tell the officers tell me what you want to do and I will help you to achieve it. I want them to continue to educate themselves and want something that leads to higher education too. I am big on training and it has been very important to me. I have been a trainer for years and it has been a huge part of my leadership.

Member Duval: Have you been involved with any mentoring program in the department where the more experienced officers mentor the younger officers?

Candidate Kelley: There are two answers. In South Carolina, when you are a certified Field Training Officer, that is a lot of what you are talking about. Not only do you have to give the officers the skills they need when they are outside of your purview, but you have to be that person if they have issues to be their mentor. That is something that Anderson felt they saw in me early on as a training officer. I mentioned my goals in the community myself but this is something I have taken on as a leadership style both in Folley and SSC and there are a lot I think I have done pretty well. I am the Chief and there are things I want done well because that is my position but I don't think the officers should feel they cannot come to me. We cannot let something fester and become an issue. We get close and become a family and have to behave as such. Mentoring is part of my leadership style.

Vice Chairman Blanchard: You mentioned every year that you asked every year what the officers what they wanted to do every year. Do you have recurring training in South Carolina?

Candidate Kelley: Yes. Certification runs every three years, and you have to do certain training at the Academy every year but recertify every three years. We have legals and CDBs. Updates on Domestic Violence and current legal issues every year, as well as driver training. This is required and outside of this you have to have at least 40 hours of training outside of this. There are certain hours and requirements that have to be met.

Question 4, Member Nowak: *I believe consistency is a trademark habit which those close to you can relate to. Of course, there may be times when a pressing matter arises which could make your demeanor flow out of character. This happens to all of us from time to time. Should you be selected as the Police Chief, your officers and ancillary staff will become your family. How in your lifetime experience have you managed to remain consistent through good times and bad times? Level-headedness and chosen words are so important. Reactive responses to situations can be harmful and long lasting. How in your lifetime experience have you managed to remain consistent in good and bad times?*

Candidate Kelley: Early in my career I saw leadership in a way that I did not want to replicate. There were supervisors I had that we know as a shift if things were not going well at home. I learned early that is not something I want to practice. All it does is that it tears the fabric of the family that I speak of. One huge benefit that has helped me a great deal to not bring these things to work to bring that consistent guy when I go to work is my wife. She started in this and is not naïve in what I have experienced in my career and what I have seen. I have been able to compartmentalize most things in my career. The most difficult time I had was when I worked in crimes against children because it was tough to leave at work and the most useful thing that I had was someone who understood what I had seen and it didn't scare her because she had been there. I can proudly say that when I go into work they get the same Chief Kelley tomorrow that they had last week and two years ago because I have made it a point that the issues that need to be dealt with at home and you have to be able to release those emotions if you are frustrated with things. I have never "lost it" in front of the officers because that is not my style of leadership and not how I do business.

Question 5, Chairman Hoyt: *What do you consider the essential elements of effective labor-management relations?*

Candidate Kelley: I can only speak to what my theory would be. South Carolina is a "right to work" state so therefore unions have not effectively gotten hold in here in South Carolina. I am quite familiar with them. I have quite a few contacts that have had experience with them and the Chief in Folley was from Indiana and they had unions there. In fact, I think he was the head of the local chapter there. To give you the broad-brush answer is that there has to be transparency, and there has to be a back and forth and a 50/50 on this. Handling union negotiations and labor issues is nothing that I cannot absolutely adapt to quickly. It will be another part of my job and something I think Chief Bacon and the other officers in the department can get me up to speed. I have no concerns about that.

Chairman Hoyt: would you create that transparency in the department?

Candidate Kelley: My leadership style that has worked is that I am honest. Especially with the officers, I can't promise anything I cannot provide which may spill over to any type of union issues. Everyone needs to know where I am coming from and what my thoughts are, and in turn I have to be understanding and accepting of what the other side is coming with. That is transparency and I have never wanted to have my officers feel I am something that I am not. That is just part of my leadership style and personality.

Question 6, Member Duval: *Please discuss your budgeting experience and how have you used data and metrics, both to assess performance and the needs of the community and department?*

Candidate Kelley: My experience goes back to when I ran daily operations at Folley. All the divisions and parts that fell under my umbrella had a different budget that needed to be addressed. It was my duty every year to create the budget for all of those different divisions. With Folley, once you created the budget you went before the Council and it was either approved or parts were addressed. There are things you can rely on and then there are parts that you have to estimate, such as with vehicles because we can easily take in what it costs for yearly preventative maintenance but we have to take into account certain things such as when an older

vehicle's engine blows. At SSC it was simpler, with the same considerations for training, uniforms, and vehicles; the same types of things at a lower scale. The best answer to the data and metrics question is based on my experience throughout the years, and is what is the community telling me. You can do crime statistics, what is going on and concerns in certain areas, and you can address them with statistics. Then you can look at what the community is telling me and that requires the leadership to go to community meetings and hear directly what they say and then taking proper steps to address them because those concerns don't always come out in crime analytics, and there is a balance between the two. That is what has drawn me to a smaller community and the idea of being able to make a direct difference when someone in the community has an issue. There are parts of my career where I have used analytics, and there are considerations that need to be done on both sides but you cannot do one without the other.

Member Duval: How would you report how things are going to the Councils of the past or our Board of Selectmen, such as how crime is in Adams? How would you explain it to the Board and to the Community on television?

Candidate Kelley: First, you have to be honest and transparent. That is really important. In the same breath, there has to be an explanation of what these things are. You can't just say we are having burglaries in this area and leave it at that. We have to follow up with what are we doing and what we have done to address those issues. We have to explain what the actions are and why this is happening in this area, and we have to give more to the Board and the citizens. We can't just give the basics but we need to say this is what we are doing to correct the problem.

Question 7, Vice Chairman Blanchard: *The Adams Police Department works closely with other public safety agencies, emergency management organizations, the District Attorney's Office and other community-based organizations. What has made you an effective communicator and collaborator?*

Candidate Kelley: When I mentioned earlier that not long after I went to Folley Beach there was a transition, and the Chief at that time moved on. Folley had not gotten a good reputation. Folley is in Charleston County, and also butts up to the City of Charleston, and right outside of the island we have two jurisdictions. We worked really hard with both of those meeting with leadership of both the Sheriff's Department and the City to let them know there was new administration there, and it took a lot of work. Where I am at now is the same way I would come in with Adams. I didn't know anything about Spartanburg and I didn't know the leadership. There are quite a few municipalities within the surrounding areas of the campuses. One of the first things I did was to have meetings with the Sheriff and the leadership of the surrounding area to let them know who I am. I found if you reach out, meet and talk about where you want to go with your department, law enforcement is in the same family and will help each other. I have found it extremely rewarding but you have to make the effort. It works.

Question 8, Member Nowak: *The Town of Adams has changed demographically and economically over the years. Being a lifelong resident of the Community I have witnessed the transition. For example, I did not see my first person of color until I was approximately 11 years old. There were nearby companies of size and stature that offered good pay and security. Downtown Adams was a busy place. Fast forward. Adams is still a great place to live. A quintessential New England Community. However, our evolution has brought to us a different citizenry. Today, our population is made up of different ethnic groups, somewhat of a mini-melting pot. We have become a more diverse community. We also have a transient population. Be it known that 50% of our housing stock are rental units. These facts are replicated in many areas. Tell me what diversity means to you and how our Police Department can better understand the nuances of varying cultural groups.*

Candidate Kelley: Our job is all about customer service. I learned way back in my career, and I had different learning experiences. In Anderson we had different populations which were divided up financially. I spent three years at Clinton University, which had a population around 35,000. That is where I grew and I learned about different cultures and ethnicities different than my own, which gave me a great understanding. I learned to stop and just listen to someone and their thoughts because what my concern is or what I think is right, if someone is coming from a different place in knowledge, historically, or religiously, that doesn't mean it is

wrong. I need to listen to where they are coming from and it has served me well. He gave examples of situations at Anderson, Clinton University, and Folley. He stated you either learned or fell by the wayside and that I have grown from the situations because my way is not the only way and you cannot be that way with the people you are there to serve.

Question 9, Chairman Hoyt: *The Board of Selectmen does appoint the Chief of Police but the day to day operations report to the Town Administrator. You work with the Board of Selectmen on the policies of the department and the Public Safety Sub-Committee of the Board for policy revisions and then full adoption by the Board of Selectmen. Please talk to us about how you envision working with the Town Administrator and also the Board of Selectmen.*

Candidate Kelley: Answering to someone is nothing any of us are unfamiliar with. I understand my role as I have for years now, and I would understand the role there now. I understand there are chains of command with everyone. Working with the Town Administrator or the Board is part of the job that I accept. I have worked in traditional law enforcement where you work for the Mayor, the Council here. I have worked for the Vice Presidents and the President. You can interchange the names, but it comes down to whether you can work with that group effectively to accomplish things. I have never had an issue before and I think it is an ego thing if you cannot get with people who can give a broader vision of what you are looking for to accomplish a goal. I wouldn't have an issue with it, I understand and I welcome it.

The Board Members were invited to ask follow-up questions.

Vice Chairman Blanchard: As most of your law enforcement is from South Carolina, have you looked into what it would take to certify yourself for Massachusetts?

Candidate Kelley: Yes. A letter from your Town Administrator, my transcripts from the Academy, which I am not concerned about, and once they look at that letter and qualifications I have to take a test, which is the same thing we do here. It would bypass or shorten the academy, and I am fine with it and it is not a problem. I am perfectly OK with it. Town Administrator Green confirmed no break in service, and NPTC will look at the holes, recommend online classes, and advise of online classes.

Member Duval: Hypothetically, if the Board selects you as the next Chief of Police for the Town of Adams and everyone approves, you come to the meeting and are in front of them microphone and the community is listening at a televised meeting for your first-time experience with the community. What would you say?

Candidate Kelley: It is truly an honor. I have always been modest about my career though I have put in a lot of hard work. My resume is just highlights it and I have a lot more to offer, a lot more training. It humbles me that people can look at my resume, have interviews with me and consider me for this position. It was not fluff what I said earlier. We want to go somewhere where my family can be part of the community. The possibility of that thrills me to no end. If I can come on board and do what I am familiar with, it doesn't matter whether it is South Carolina or Massachusetts, I know law enforcement and I know leadership so I can be your Chief. What would really be a beneficial thing to me is to not only create roots in the community for my family but to look back when my career is over in Adams and to know I have left it in a better place. Everywhere I left before I can say that, and I have left on good terms. For the community to accept me, not just the Board, as the leader of the Police Department and a leader in your community would be a joy. You would get the very best that I can give you.

Question 10, Chairman Hoyt: *Is there anything that we didn't ask, that you would like to share with us? Do you have any questions of us?*

Candidate Kelley: The three people I have spoken to have been very gracious and honest with me. They have been wonderful. I have a better grasp of what Adams is all about and what I would be entering into. I cannot say more than what I answered. I have served this state well and have no regrets in the 25+ years. Now I want to go somewhere different to put my family in a better place. In this process, we have not just thrown things out there to see what sticks. There have only been a couple places we have looked at, and what a joy it was to

get a call for an interview for Adams. Everywhere we had looked at for what we had envisioned was there. It humbles me and I would love to be the Chief of your Police Department. At this point there are no questions of the Board. If accepted I would start working with Chief Bacon and look at strategic planning.

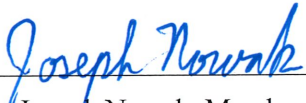
Brief discussion took place about the involvement and interest of the Police Department members. The process for deliberation was briefly reviewed. Chief Kelley was advised to contact Town Administrator Green if he has any questions or concerns.

Review, Deliberation and Decision of Chief of Police Position and Next Steps: It was noted that the hour is late and if any Members wanted to do any review or deliberation the line item was available.

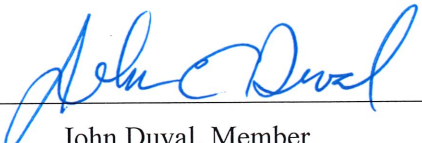
ADJOURNMENT: *Motion made by Member Duval to adjourn the meeting, second by Vice Chairman Blanchard. Roll Call Vote: Chairman Hoyt, Vice Chairman Blanchard, Members Duval and Nowak. Meeting adjourned at 8:04 p.m.*

Respectfully Submitted by Deborah J. Dunlap,

Recording Secretary



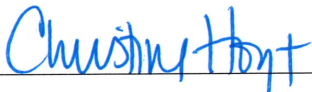
Joseph Nowak, Member



John Duval, Member



Richard Blanchard, Vice Chair



Christine Hoyt, Chairman