



**Board of Selectmen
Ware Town Hall, 126 Main Street, Meeting Room**

**Special Meeting Minutes
Tuesday, July 18, 2017 at 6:30 p.m.**

Present: Selectman Alan G. Whitney, Selectman John E. Carroll, Selectman Michael P. Fountain, Selectman Tracy R. Opalinski, Town Manager Stuart Beckley, Stanley Ciukaj, Ware Community TV

Absent: Selectman Nancy J. Talbot (recused)

Meeting Opened – Selectman Whitney chaired the meeting.

Scheduled Appearances

- **Police Chief Interviews/Discussion**

JOHN PAJAK

Vision & Analysis:

Candidates have been asked to provide a 2-3 minute presentation on a 5-year Strategic Plan with proposed changes that they believe are needed that benefit both members of the Police Department and the Taxpayers. This presentation will include analysis of Strengths, Weaknesses, Opportunities and Threats and proposed changes that you believe are needed as well as strategies for implementation.

Mr. Pajak noted he would do an assessment during the first 180 days to determine what the department needs, using IMC data to drive those decisions. Regarding perception v. reality, the first year would be to adjust and assess, during the second year to assess external needs for senior citizens, businesses, schools, neighborhoods. Mr. Pajak noted he would prioritize as a road map to implement changes by end of 2nd year. During the 3rd and 4th years in the operating budget, work with personnel in career paths with ongoing data analysis. In the 5th year to validate the agency, look back and adjust and begin cycle over, using climate surveys and ideas of what employees want.

1A. Noise Pollution Complaints – Palmer Racetrack – Exhaust from Trucks, Cars – How would you deal with these situations?

Mr. Pajak noted that for noise pollution, the DEP can lend equipment to the Board of Health, but chronic noise or vehicle traffic should be dealt with ongoing traffic enforcement on a day to day and incident basis.

QUESTIONS: (Leadership Skill Sets)

1. Describe how your professional development and your work experience has prepared you to be the best and most effective candidate for the Chief's position.

Mr. Pajak noted his many years of service, from part-time law enforcement in Hardwick, as a civil service police officer. The choice came to be sergeant in Ware, or go to State Environmental Police; Mr. Pajak went to State Environmental Police. Mr. Pajak worked in specialized investigative, weapons training, large animal response, Marine Bureau, supervisor at Logan Airport and Coast Guard, among others. Mr. Pajak was lead in operations for Sail Boston 2000, search and rescue, anti-gang activity Central MA, eventually overseeing 74 cities & towns, assigned to Attorney General, one of the ranking officers in Molly Bish investigation, often supervising up to 100.

2. Describe how you would track, assess and manage the department's accountability and productivity of officers including discipline measures.

Mr. Pajak noted he would use IMC to track data and hours on activities, while discipline must be separated from regular operations. Had to suspend an officer for six months with psychological behavior, but also did complete investigation and report.

3. Describe how you would work to retain and recruit officers.

Mr. Pajak noted the organizational climate is important as the officers risk their lives daily. There must be a fair systems of awards and rewards, including recognition of the officers' daily work.

4. Describe your experience and approach to labor/management relations in a union setting.

Describe the Chief's rights and responsibilities as well as the union's rights and responsibilities?
Dealt with on both sides, neg. contracts – drive the train collective bargaining agreement – framework – selectboard – rules and regs. – Chief's as fiduciary for town – people with equipment – workforces – operations in time & equipment.

5. Describe how you would accomplish ongoing professional development for yourself and your subordinates?

Law – MPTC – a) basic needs first responder b) specialized training c) training NE Chiefs – command training at Roger Williams University – believe in professional reading – topics deal with – language – thoughts – equipment – LE community

6. Conservative financial management of scarce municipal resources is a necessity in Ware as it is in many communities. Describe how you plan to maintain the department budget and include any relevant work experience and size of budget you oversaw and an example of why you may have gone over budget and how was it remedied.

Budget – mandatories 1st, priorities – partner w/other agencies – Ware PD – basic funding staff & equipment – contractual obligations, use PT officers –w/o worked for understaffed, 40 retired, budget cutbacks, essential, ware – be prepared for austere budget – could be layoffs, hope not, budgets in \$millions

7. Please provide what you perceive to be the top 3-4 improvements that are needed in the Ware PD?

Town Manager: *Stuart Beckley*
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Morale, focus, shift has priorities – a tad myopic – drug problems, bigger picture – threats: budget, short staff – WPD has high caseloads, morale with WPS doing 1/3 more cases
Positive – direction, work, unanswered - unknown

8. Describe your initial 6 month plan to undertake and prioritize tasks as new Chief?

b) How you will effect a new culture of leadership from being peer (or outside) to being the leader?

Been peer, mentor, outsider – reputation – military background – command authority – not an outsider – not hurdle – start 5 year plan – data – face to face with each officer – details – good department – understand well-disciplined.

9. Tactical efforts such as the use of dash and body cameras have been seen to both protect officers and citizens to identify instances of officer misconduct. Please explain your reasons to support or oppose such cameras for the Ware Police Department, and if you do support their usage, how would you seek to obtain them?

Citizens panel – was leery of cameras, not benefit proven – becoming a believer – social media/publications – citizens' perception – tempers w/reality – concerned with expense – grants – some promote on trial basis with departments – not opposed if equipped -data

10. In terms of law enforcement and court conviction, what is your experience and relationship with the District Attorney and Hampshire Court System and how will you go about improving those relationships?

Good relationship with NWDA and staff – last Western MA – Courts for years; Northampton District and Belchertown District Court – now in Hampden County – State Police

11. Describe how often and what type of resources do you utilize to keep informed on best practices for policing including the avoidance of discrimination? How will you go about ensuring your employees get this latest information?

Linkedin – professional publish – Law & Order magazine – Mass Bar Association – weekly list of landmark cases – list from MPTC decisions – roster reading list – electronic distribution

12. Faced with 21st century challenges and limited resources, many communities like Ware face illegal drug crime, which stirs community's fears. Do you have ideas or examples of innovative practices that address the Police Department's role in the opioid crisis that you would look to adopt in Ware? What would be your goals in adopting these practices? Would you consider having officers, as first responders, carry Narcan with them?

Discuss Narcan w/Fire Chief & EMS requires agreement; innovative practices are often ineffective. Believe in deterrence w/schools regarding opioids, use of voluntary speakers, talk to senior citizens, encourage use of drug collection boxes. Like old school crimewatch “see it, say something” use of tiplines. Work with Hampshire County Task Force and other agencies, DA's office. Regarding repeat offenders, involve medical & mental health field. Take the\$ out, will solve some; seize assets, but situation is multi-faceted.

13. Describe your work experience handling a crisis situation or major crime event; please describe your experience in dealing with the media in such instances.

Agency spokesman, prefer to deal openly, assigned to Molly Bish case, Sail Boston 2000, environmental police spokesman.

CHRISTOPHER ADAMS

Vision & Analysis:

Candidates have been asked to provide a 2-3 minute presentation on a 5-year Strategic Plan with proposed changes that they believe are needed that benefit both members of the Police Department and the Taxpayers. This presentation will include analysis of Strengths, Weaknesses, Opportunities and Threats and proposed changes that you believe are needed as well as strategies for implementation.

5 years – incorporate department with core values with input from employees & community. Set goals, create solid foundation between community and police. The community does not think we do all we can. Buildings need to be updated, notify landlords of town, and bring business to raise the level of the community wealth. It may take longer to improve morale, often tough to work without FT chief and leader.

1A. Noise Pollution Complaints – Palmer Racetrack – Exhaust from Trucks, Cars – How would you deal with these situations?

When on patrol, loud exhaust, pull over, citation, check actual registration, fight in court, and do not have decibel readers. We have to refer calls on track to Palmer.

QUESTIONS: (Leadership Skill Sets)

1. Describe how your professional development and your work experience has prepared you to be the best and most effective candidate for the Chief's position.

Det 2 years – evidence officer since 2000 – school resource officer – presence – SRO program – scheduling, purchase & sales

2. Describe how you would track, assess and manage the department's accountability and productivity of officers including discipline measures.

Not in place now – accreditation process – cost concern – apply, certify, maintain – guideline – successful in personnel – find policy, still follow without cost of accreditation.

3. Describe how you would work to retain and recruit officers.

Influx of those leaving (5 in 7 years) – movement in personnel & positions, funding, training, opportunities to grow in departments those officers have gone to.

4. Describe your experience and approach to labor/management relations in a union setting.

Describe the Chief's rights and responsibilities as well as the union's rights and responsibilities?

Part of union as Vice President 5 years – process opens eyes – sit w/reps – open conversation would be beneficial – deal w/union better

5. Describe how you would accomplish ongoing professional development for yourself and your subordinates?

Training, online classes, specialized; benefits are better officers – MPI – grants, payment plans, time to take those courses.

6. Conservative financial management of scarce municipal resources is a necessity in Ware as it is in many communities. Describe how you plan to maintain the department budget and include any relevant work experience and size of budget you oversaw and an example of why you may have gone over budget and how was it remedied.

Overtime costs – shifts are short staffed – 2-3 officers implement – OT budget – investment – career wise – other cost remedies

7. Please provide what you perceive to be the top 3-4 improvements that are needed in the Ware PD?

Computers have been updated. Security system, building itself, cameras in the booking area are needed – civilians & staff, body cameras, but liability questions.

8. Describe your initial 6 month plan to undertake and prioritize tasks as new Chief?

b) How you will effect a new culture of leadership from being peer (or outside) to being the leader?

Insider will be positive with 20 years+ good rapport; morale in 6 months – create positive workplace to benefit community

9. Tactical efforts such as the use of dash and body cameras have been seen to both protect officers and citizens to identify instances of officer misconduct. Please explain your reasons to support or oppose such cameras for the Ware Police Department, and if you do support their usage, how would you seek to obtain them?

Yes, positive – protect officers and civilians – camera saves – fundraisers, businesses to obtain tasers for the department.

10. In terms of law enforcement and court conviction, what is your experience and relationship with the District Attorney and Hampshire Court System and how will you go about improving those relationships?

Very good – OUI 200 – day shift – evidence – court time – officers not court – increase relationships – get to court – familiar with DA and staff.

11. Describe how often and what type of resources do you utilize to keep informed on best practices for policing including the avoidance of discrimination? How will you go about ensuring your employees get this latest information?

Obtain through internet websites for updates in laws; maintain online credentials – officers now informed.

12. Faced with 21st century challenges and limited resources, many communities like Ware face illegal drug crime, which stirs community's fears. Do you have ideas or examples of innovative practices that address the Police Department's role in the opioid crisis that you would look to adopt

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in Ware? What would be your goals in adopting these practices? Would you consider having officers, as first responders, carry Narcan with them?

3-4 days certified to administer Narcan – dealers – manpower – hole in narcotics investigation – more man on street – out in community – walk the beat – familiar w/community – people tell us what's going on.

13. Describe your work experience handling a crisis situation or major crime event; please describe your experience in dealing with the media in such instances.

Media – back scene – homicide by hospital – evidence – State Police commendation, maintained good relationship. Worked several years ago as patrol officer on bomb scare at Big Y.

SHAWN CREVIER

Vision & Analysis:

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Immediately filling open position & create Lieutenant position – oversee – proceed w/training – more sex assault, narcotics cases – vacant position – leadership – send sergeants & lieutenant – 18 day leadership – close – school – would comply with regulations – focus on leadership – attend LEEDA school - invest in officers & management – new issues – FBI National Academy – cyber, best practices – want Lt. as non-union – pros & cons of small department.

1A. Noise Pollution Complaints – Palmer Racetrack – Exhaust from Trucks, Cars – How would you deal with these situations?

MV violation for modified exhaust, we give chance to correct, decibel readers, not have now, officers need court time; magistrate gives opportunity to correct. If vehicle is an issue, give citation, warning, if not corrected, violation.

QUESTIONS: (Leadership Skill Sets)

1. Describe how your professional development and your work experience has prepared you to be the best and most effective candidate for the Chief's position.

21 years for Town of Ware – fulltime, investigation & narcotics – evidence – court successful – management – 2012 Sergeant – continued – stepped in & filled in for chief – department & all issues – commitment with town, policies & procedures

2. Describe how you would track, assess and manage the department's accountability and productivity of officers including discipline measures.

Computer system, incident reports for all entered – file each officer – follow through tracking – address disciplinary & document – be able to adapt & innovative to work as educator

3. Describe how you would work to retain and recruit officers.

New officers' applications, part time current officers, speak with other chiefs, follow civil service and seek guidance.

4. Describe your experience and approach to labor/management relations in a union setting. Describe the Chief's rights and responsibilities as well as the union's rights and responsibilities? 5 years rep of town – get along, accomplished, the main thing is fairness in negotiations

5. Describe how you would accomplish ongoing professional development for yourself and your subordinates?

Training – profession with drastic change – several officers are fluent with computer system – stay on top of change – LEEDA cost \$650-700 per officer for 4 days – send 5 to training – worked with Mr. Leon at BHN with training paid by a grant for 40 hours on mental illness, PTSD veterans, and autistic children. Hope to send 5 in the Fall – State Police offers.

6. Conservative financial management of scarce municipal resources is a necessity in Ware as it is in many communities. Describe how you plan to maintain the department budget and include any relevant work experience and size of budget you oversaw and an example of why you may have gone over budget and how was it remedied.

Took over as Acting Chief – supplies line was over, remedied with 2 salaries – department came in under budget – returned \$2,500 parking lot funding, personnel and costs to maintain \$1.5million budget.

7. Please provide what you perceive to be the top 3-4 improvements that are needed in the Ware PD?

Training, Detective position, open management positions – expand evidence room – storage, security, lighting, narcotics officer.

8. Describe your initial 6 month plan to undertake and prioritize tasks as new Chief?

b) How you will effect a new culture of leadership from being peer (or outside) to being the leader?

Sergeant, Lieutenant positions, detective & narcotics training, lead by example, others know my work ethics, no doubt about a great department. It's better as insider, as I know firsthand about the recent opioid deaths problems.

9. Tactical efforts such as the use of dash and body cameras have been seen to both protect officers and citizens to identify instances of officer misconduct. Please explain your reasons to support or oppose such cameras for the Ware Police Department, and if you do support their usage, how would you seek to obtain them?

Cameras support what actually occurred, concerns of data storage space, grants to support.

Administration Officer Cacula obtained grant for child safety seats - just completed a 3 day training.

10. In terms of law enforcement and court conviction, what is your experience and relationship with the District Attorney and Hampshire Court System and how will you go about improving those relationships?

Great reputation with past DA, prosecutor worked w/WPD, some cases written and based on WPD, Drug Task Force, manpower, also DEA – pros & cons financially.

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11. Describe how often and what type of resources do you utilize to keep informed on best practices for policing including the avoidance of discrimination? How will you go about ensuring your employees get this latest information?

Procedural justice – training focused on bias & racial – new cadets are trained – officers should stay up to date

12. Faced with 21st century challenges and limited resources, many communities like Ware face illegal drug crime, which stirs community's fears. Do you have ideas or examples of innovative practices that address the Police Department's role in the opioid crisis that you would look to adopt in Ware? What would be your goals in adopting these practices? Would you consider having officers, as first responders, carry Narcan with them?

Policy – 10-12 trained – s/b w/in 2 weeks – community engagement – public perception – bike, K9 – events – opioid coalition to combat the crisis – certification – DTF several meetings – post opioid team to guide toward treatment, services, would personally transport to facilities.

13. Describe your work experience handling a crisis situation or major crime event; please describe your experience in dealing with the media in such instances.

Major – 10 years, case of infant in park, worked with State Police – media not hinder investigation – work with agencies, good rapport established.

Selectman Whitney thanked all three candidates for their answers, and thanked the subcommittee and Mr. Beckley and Mary for their work on this selection process. Selectman Opalinski questioned if a background check would be done on all candidates; Mr. Whitney noted that a background check would be done on the Board's final choice.

At 8:08 p.m., Selectman Opalinski moved to Adjourn; Selectman Carroll seconded. The motion passed on a vote of 4 Yes, 0 No.

Attest: _____


Mary L. Midura, Executive Assistant