

## HOLLISTON BOARD OF SELECTMEN

October 8, 2014  
2:00 p.m.

Selectmen's Meeting Room  
Town Hall

Present Kevin Conley, Chairman; Jay Marsden, Vice Chairman; Jay Leary, Clerk and Andrea Minihan, Administrative Assistant.

### Lieutenant Candidate Interviews

Craig Denman was first to be interviewed. Mr. Conley asked what Sergeant Denman's thoughts were on team work. Sergeant Denman said it is a priority in a Police organization. He said that on a daily basis you have to instill it and if how your Officers interact. He said sharing ideas. He said that honesty and communication all part of team work. Sergeant Denman said that this was discussed at a staff meeting recently. Mr. Conley asked if teams have had competitions amongst themselves. Sergeant Denman said that healthy competition is good. Mr. Conley asked if the team should have a greater goal. Sergeant Denman said that their goal in public service is to protect the people they serve. He said that it has to be about the people we serve. Mr. Conley asked what would you to enhance team spirit? Sergeant Denman said having goals that are greater than self-interest and looking ahead to incorporate opinions of others. Mr. Conley asked about a team cookout. Sergeant Denman said that they have had opportunities to have cookouts in the past. He said that not everyone could make it because of work. He said that they have had softball tournaments. He said that he has planned the senior luncheons for many years at the Senior Center. He said that a few Officers take the time to come and to serve lunch to the seniors. He said that they enjoy it. Mr. Conley asked how would he get team spirit back when it started to slip away? Sergeant Denman said having everyone on the same page is helpful. He said that having the lines of communication open is great, you will hear everything that is going on and then you can stop a problem before it really happens. Mr. Conley asked do you let your heart rule your head or your head rule your heart? Sergeant Denman said that in his line of work as a supervisor his head has to rule over his heart. He said that he is a compassionate person and it is important as well. But you have to follow the rules. Mr. Conley asked if it took a long time for others to get to know you or a little time. Sergeant Denman said a little time. He said that he is very approachable. Mr. Conley asked would you rather support the establishment methods of doing good or analyses what is still wrong and attack unsolved problems. Sergeant Denman said taking a hard look at things and doing it a different way is always a better way to go. He said that there are rules that have to be followed. He said that you can always solve a problem with ideas from other people. Mr. Conley asked which is a higher compliment to be called competent or compassionate? Sergeant Denman said you could be both. He said that he is competent and compassionate. Mr. Conley asked why do you want to be a Lieutenant? He said that he has held every position that the department has. He knows how it works. He said that he has been a Sergeant for twelve years and he is well respected through out the organization. Sergeant Denman said that this is the next step in his career. He said that he has been performing some of the duties of a Lieutenant and this would be the confirmation of the position. Mr. Conley asked what type of interaction have you had in the community that goes beyond the normal. Sergeant Denman said every time he deals with a member of the public he tries to go above and beyond for them. Sergeant Denman said that he was a member of the Youth Advisory Council for the past 15 years. He said that he has done Santa's breakfast, served lunch to the seniors, he also is the

director of the Auxiliary Police. He also has put up lights in downtown and put in air conditioner units at Cole Court. Mr. Leary asked what special educational training have you taken on to promote your career and what other promotional opportunities have you availed yourself during your career as a police officer. Sergeant Denman said he applied for the Sergeants position and was appointed twelve years ago. He had a high score in the Police Chief process. He said that this is the second time he has applied to the Lieutenant's position. Sergeant Denman said that he has his Masters. He said that he went to school for seven years at night. He said that he has taken several courses on his own. He has also taken FBI Command training classes. Mr. Leary said that the Lieutenants positions is a senior position and executive position. He said a Lieutenant is the public face of the department. Mr. Leary asked what abilities do you have to be the best public face for the Town? Sergeant Denman said that it is a combination of his experience within the department and the community. Sergeant Denman said that he is very involved in the community, he said that he is well regarded by the residents of the community. and his fellow officers. He said that he interacts with the press, and has been the public information officer for the department.

Mr. Leary said that one of the positions of a Lieutenant is also to get involved with internal investigations. He said that when something like that comes up, it is not a fun time for the people involved. Mr. Leary asked if he could be fair in dealing with something that has serious consequences for the Town and the Department? Mr. Leary asked how would you handle it? Sergeant Denman said it goes back to your background in being an investigator. He has been an investigator for the past twenty-eight years. He said that internal affairs are very sensitive. He said that he has taken a few classes on this. He said that it has helped him. Sergeant Denman said that he knows the job and he is level headed, and he would be looking for the truth. Mr. Leary asked what process would you bring to an internal investigation? Sergeant Denman said that one of the things that they focused on in class was that the Supervisors have to know what the subordinates are doing. He said that is job one. He said that if they are not supervising and not paying attention that's when people can veer off the path. He said that as a supervisor you are not going to see and hear everything. Mr. Leary asked about certification. Sergeant Denman said that you need 159 points to be certified by the Mass Accreditation Commission. He said that this will be finished soon. Mr. Leary said that being a Lieutenant, you would have to interact with Town Officials. Mr. Leary asked what skill sets do you have to do that? Sergeant Denman said that he is the Director of the Auxiliary Police and has been before the Selectmen for the past eighteen years to present the Auxiliary Police budget to them and the Finance Committee. He said that whenever he comes in to Town Hall, he checks in with each office. Mr. Leary said Operations or Administration will be basis for the new second Lieutenants position. Mr. Leary asked which would you be better at and why? Sergeant Denman said that he has done both. He said that most of his career has been operational, and he is the Director of the Auxiliary Police. There has been a lot of Administrator work. He said there is budget work and hiring and maintenance of equipment. He said that he has had to suspend officers and fire a few. Sergeant Denman did a staffing analysis with the Chief. Sergeant Denman said that he wrote a grant looking for a traffic radar trailer. Mr. Leary asked what are you more comfortable doing, Administrative or Operations? Sergeant Denman said either one. He has done both. He said that he is comfortable with the administration work. He said that even though he has been doing administration work, he still oversees the operations of the department. Mr. Leary asked what would you like to see put in place in

the Department if you were Lieutenant. Sergeant Denman said trying to maintain open communications and gaining the trust of the subordinates and his colleagues. He said maintaining morale has to be a key aspect for what they do. He said because if you do not have open lines of communications and trust, you have nothing.

Mr. Marsden asked how do you find yourself fitting in as a Lieutenant? Sergeant Denman said that he has been working with the Chief for 28 years. He said that he has been doing Administrative things for the Chief, for a few months. Sergeant Denman said that Chief Moore is highly efficient and he has high expectations of his staff. Sergeant Denman said that they have worked together for a long time. Mr. Marsden asked if he would be bored going from on the road to a desk position? Sergeant Denman said that he has thought about it and he would be comfortable with it. He said for the past six months he has been doing Administrative work.

Sergeant Denman thanked the Board for their time and consideration.

At 2:48 p.m., Sergeant George Leurini was the next interview. Sergeant Leurini said that he has work for Holliston for twelve years. Mr. Conley asked was are your thoughts on creating team work? Sergeant Leurini said the for team work, he is the team leader. He said that the last two Sergeants that were promoted were under his direct supervision. He said that they credited him with helping them become a better officer. Sergeant Leurini said if he stops someone, sometimes he will call the Court Officer and ask how would you handle this? He said that being a team player keeps everyone on the same page. He said that if something happens everyone knows. Mr. Conley asked if teams should have competitions between themselves? Sergeant Leurini said if there is a competition against each other, it sometimes creates a controversy and can lead to an argument. He said yes there should be mild competition, like who's' shoes are the shiniest. But not for real police work, because it could lead to bad decisions on the road.

Mr. Conley asked if the team should have a greater goal? Sergeant Leurini said that they strive to be better. He said that they each have different specialties and when they are all together they should be teaching each other. Mr. Conley asked how would you create or enhance team spirit? Sergeant Leurini said he was on the Boston Housing Police and they went out and socialized all the time. He said that in Holliston there are so many shifts. They can't get together that much. But he said that sometimes they can get together for a party or a sports game. Mr. Conley asked how would you know when team spirit is slipping and how would you get it back? Sergeant Leurini said if team spirit is slipping you will see animosity between people. He said that in order to get team spirit back, you need to sit down with people and work it out. Mr. Conley asked do you let your heart rule your head or your head rule your heart? Sergeant Leurini said that his head rules his head. He said that he has a lot of compassion. He said that he stops a lot of cars and he writes a lot of warnings. Mr. Conley asked if it takes a long time to get to know you or a little time? Sergeant Leurini said a little time. He said that he is friends with everyone. Mr. Conley asked if you would rather support the established methods of doing good or analyses what is still wrong and attack unsolved problems? Sergeant Leurini said that he would like to attack the unsolved problems. He said that you can't move forward until the problems have been resolved. Mr. Conley asked what is the highest compliment to be called, competent or compassionate? Sergeant Leurini said that he is compassionate. Mr. Conley asked why do you want to be a Lieutenant?

Sergeant Leurini said that he put himself through the police academy. He said that he has spent several thousand dollars. He said that he likes to resolve issues. He said that as a Lieutenant, you have to talk to every shift. He said that being a Lieutenant is being a team leader. Mr. Conley asked what type of interaction have you had in the community that have gone above and beyond? Sergeant Leurini said that he helped catch someone who wanted to be shot at, but he was able to get him without hurting him.

Mr. Leary asked what skill sets do you bring to the Lieutenants position and how would they be beneficial to the department? He said that everyone comes to him to talk, they are not afraid of him. He said that whoever comes and asked him a question, they know that he will lead them in the right direction. Mr. Leary said when you say everyone comes and talks to you, is this for your shift mates or officers on different shifts. Sergeant Leurini said that all shifts come to him. He said that he comes to work early. Mr. Leary said starting with college, what special training or education have you done to promote yourself and career? Sergeant Leurini said that he just got his Masters from Anna Marie, his Bachelors at Westfield State and his Associated from Mass Bay Community College. He said that during the time he was in school, he took FBI programs. He also has taken a class on internal affairs. He said that he has been called to several different towns to give his opinions on field sobriety tests. He said that he is a radar instructor. Mr. Leary said that the Lieutenants position is a senior position, what abilities do you have to make the best public face for the community? He said that he talks to everyone. He said that everyone in town knows him. Mr. Leary asked about internal affairs. Sergeant Leurini said being approachable is key. He said you have to admit if you made a mistake. He said that there is always a way to help and fix it. Mr. Leary asked how would you judge the people you work with for an internal affairs situation? Sergeant Leurini said that the procedure states that in any investigation that takes place, you have to go to the officer right away. He said that is the time you have to do your job. He said that the Chief has to know what is going on and he should be involved from the start. Mr. Leary said that you have to work with the department and the residents. He said that you also have to work with Town Hall including the Selectmen. Mr. Leary asked what makes you comfortable with the skill sets required to interact with the staff at Town Hall? He said that he deals with the community and you never take things personally. Mr. Leary asked about accreditation and what is his knowledge about it? Sergeant Leurini said that Sergeants Denman and Waugh have been handling this. He said that it is for protection of the Police Department for liability. He said that there are regulations that need to be followed. He said that the citations are being audited now. Mr. Leary asked would you rather do Operations or Administrative functions. Sergeant Leurini said that he likes the Administrative side, he has written a few grants for the department. He likes both but prefers Administrative. Mr. Leary asked if there was anything in place at the department that you pushed to get done? Sergeant Leurini said that he pushed for the Citizens Police Academy. He said that he was also able to work with the computers and get a new server and laptops to replace ones that were outdated. He said that he likes to push for technology. He said that he would like to see cameras in the cars and every officer with a tazer. Mr. Leary asked why do you want to be a Lieutenant? Sergeant Leurini said he is a team leader. He said that people rely on him. He said that as a Sergeant he is almost there but not just yet. He said that he can give his opinion and ask for things, but the Lieutenant is involved. He said that this would be a great opportunity for him.

Mr. Marsden asked how would you complement the department and how would you fit in? Sergeant Leurini said that he sees himself fitting in well. He said that he has been working for the department and with the Chief and Lieutenant for a number of years. They know each other. Mr. Marsden asked how would you do with the management side? He said they have to move forward. He said that he has never been disciplined or written up. Mr. Marsden asked Sergeant Leurini what if something did not go his way? Sergeant Leurini said that working in the housing projects in Boston is so different than it is the suburbs. He said that there was always a problem. He said that sometimes he could wait a long time for back-up. Mr. Marsden asked what was the last book you read? Sergeant Leurini said that he is reading 13 Hours in Benghazi. He said before that No Easy Day. Mr. Marsden said that if you were hiring for the position of Lieutenant what would you be looking for? Sergeant Leurini said he would like to see someone be productive.

Sergeant Leurini said that he would like to go to the National Academy. He thanked the Board for their time and consideration.

At 3:30 p.m., John Scanlon was next to be interviewed. Officer Scanlon said that in his career he has done a lot of administrative work, fleet management and firearms licensing. Officer Scanlon said that he has a great relationship with many of the State Agencies. He said that he takes care of the budgets for the vehicles and firearms. Mr. Conley asked what are your thoughts on creating team work? Officer Scanlon said that they did an exercise at the Middle School with an active shooter. He said that they were set-up in teams of three. He said that they had one person from each shift on each team. He said that way they could get used to working with different people. He said that if this had been real, everyone would have showed up to help. Mr. Conley asked if the teams should have competition among themselves? Officer Scanlon said that competition is healthy. He said that it helps develop skills. Mr. Conley asked if the team should have a greater goal? Officer Scanlon said that they work together as a team to reach a goal. Mr. Conley asked how would you create team spirit? Officer Scanlon said that most of his background is in firearms and he tries to do it with a different exercise. Mr. Conley asked how would you know when team spirit is slipping and what would you do to get it back? Officer Scanlon said that you can tell by the morale, you start he hear more complaints. He said that a lot of it could be from misinformation. Mr. Conley asked if took other a long time to get to know you or a little time? Officer Scanlon said a long time, he said that he hold his cards tight to his chest. Mr. Conley asked would you rather support the established method of doing good or analyze what is still wrong and attack unsolved problems? Officer Scanlon said that he likes to analyze unsolved problems. He said that they, as a department, do not have many problems. Mr. Conley asked why do you want to be a Lieutenant? He said that with his administrative skills he would be an asset to the Chief. Mr. Conley asked what kind of interactions have you had in the community that goes above and beyond police work. Officer Scanlon said he is an Assistant Scout Master, and he coaches Jr. Riffle Academy. Mr. Leary asked what skill sets do you have that you could bring to the Lieutenants position and how would they be beneficial to the department? Officer Scanlon said that he understands budgets and he has worked with several different ones within the department. He said that he has several working

relationships with departments. He also is close with the Environmental Police. Mr. Leary said that starting with college what special education and training that you have taken to promote your career? Officer Scanlon said that after high school graduation, he went to Mass Bay Community College then to Westfield State. He said that he was hired during Christmas break his senior year at Westfield. He said that he would like to get involved with the Sergeants process. Mr. Leary said the Lieutenant's position may require a shift change, how would you feel about that? Officer Scanlon said the four to midnight shift would be good with him and he does not do the midnight to eight shift. Officer Scanlon said that he had that shift for three years and it was tough for him. Mr. Leary asked if Officer Scanlon ever did the schedule? He said that he schedules all the training. Mr. Leary said that the Lieutenant's position is an executive position. You would be the public face of the Department what abilities do you have to be the best public face of the Town. Officer Scanlon said people in Town know who he is. He said that this past summer, he put a lot of time in on the rail trail. He said that he gets along well with this fellow officers. Mr. Leary asked about internal affairs. Mr. Leary said it can be complicated. Mr. Leary asked how would he conduct an internal affairs investigation? Officer Scanlon said that there are not many problems at the department. He said that at one time, he was under investigation. He said that he put up a screen saver of a fellow employee and it was not a flattering picture. He said that this was under Chief Lambert. Chief Lambert asked Keith Edison to take care of it and the picture was removed. He said that they put a letter in his file saying that the workplace is not a place for jokes. Mr. Leary asked about a friend from the department they are investigating, what would you do? Officer Scanlon said that everyone across the board is treated the same. He does not play favorites. He said that it is a tough thing to do but it is part of the position of Lieutenant. Mr. Leary asked why do you want to be a Lieutenant. Officer Scanlon said that at this point in his career he is ready. He said that he has the skills to do a good job. Mr. Leary asked what side do like the Operations or Administrative side? Officer Scanlon said Administration. Mr. Leary asked if you had to take the Operations side would it be a problem? Officer Scanlon said that he can handle it. Mr. Leary asked how does he get along with Chief Moore and Lieutenant Gatchell? Officer Scanlon said that they all get along well. Mr. Leary asked if Officer Scanlon had any initiatives that he had set up and are they still in operation? Officer Scanlon said he was part of the accreditation process. He said that there is an equipment policy that he set up and it is still operational. Mr. Leary asked how much more we have to do to become accredited? Officer Scanlon said that he does not know. Mr. Leary asked if he were asked, would he take the lead in it? Officer Scanlon said that he would help. Mr. Leary asked who put together the exercise at the middle school? Officer Scanlon said that he assisted, but Officer Bryan DiGiorgio is the one who set it up. Mr. Leary said that he spoke about how each shift could see something a little different. How would you get the correct info to each shift? Officer Scanlon said that each Sergeant is on the same page with each other. He said that at role call each shift it should be informed. He said that the lieutenant should stay for the next shift for a short time just cover and go over things that have happened during the day or evening. Mr. Leary said that if this position was offered to you, you would be supervising people who were at a higher rank than you are now. They would be working for you. Officer Scanlon said that he did not see a problem with it. He said he has been there for 28 years and all the Sergeants have worked under him in the past when they were Patrol Officers.

Mr. Marsden asked how do you fit in? Officer Scanlon said they have always worked well together, and if they butted heads, they always have worked it out. He said that Lieutenant Gatchell is a go getter and

he knows his stuff. Officer Scanlon said that he is a little more laid-back and he likes the Administrative work. He said that Lieutenant Gatchell is more aggressive than he is. He said that he knows what the chief wants, and he will get it done. Mr. Marsden asked about the transition to management. Officer Scanlon said he has never had a problem and he does not see one with the change. Mr. Marsden asked if this would be a pay cut? Officer Scanlon said that he has done a lot of details so he has made a lot. Mr. Marsden asked about the militarization of the Police Department. Officer Scanlon said the media is misleading. He said that military programs have transitioned to shotguns they are safer and more accurate. Officer Scanlon said that more troops are coming home and they were Officers or in the National Guard who would be looking for their jobs back.

Mr. Marsden asked how would you deal with the politics? Officer Scanlon said that a general e-mail could go out to everyone reminding them how to do something, and sometimes they get defensive because they have not done a thing. He said that the e-mail should have gone to the person who did something wrong, not the entire department. He said that they should be spoken to right away.

Mr. Marsden asked what was the last book you read? Officer Scanlon said the Lone Survivor. Mr. Marsden said if you were to get the position, in 18 months what would be talking about? Officer Scanlon said he would like to cross train, and he has help from Officer MacGray. Officer Scanlon said that he is involved with computers, but in all honesty, there needs to be a full time Technology Director. Mr. Leary asked what police success would you like to see? Officer Scanlon said that rail trail is a big thing. He would like to see an ATV for enforcement. He said that someone is going to get hurt and it will take forever to get to them. He said that the trails are used every day and there are hundreds of people who walk and ride bikes. He said that he would like to advance the radio system. He said that he would like to see all the cars traded in for SUV's. Mr. Leary asked about accreditation. Officer Scanlon said that he does not have the knowledge to see when they will be accredited. Mr. Leary asked if he would take the lead for accreditation if he were the new Lieutenant? He said yes.

Mr. Marsden asked if we are still thinking of bringing in people and charging them to fire at the range? Officer Scanlon said that they needed to purchase a laser and it was very expensive. He said at that time, Chief Lambert thought it would not be a good idea.

Officer Scanlon thanked the Board for their time and consideration.

At 4:10 p.m., Chuck Todd was next to be interviewed. Detective Todd thanked the Selectmen for considering him and for the interview. He said that he is very comfortable in leadership roles. He said that he has a great track record. Mr. Conley asked what are your thoughts in creating teamwork? Detective Todd said that teamwork has to exist in a Police department. He said that in a Department this size, there is not a lot of work to go around. He said that the people that were involved from the beginning need to follow through and keep everyone in the process. Mr. Conley asked if the team should have competition among themselves? Detective Todd said that it would build a healthy relationship. Mr. Conley asked if the team should have a greater goal? Detective Todd said that the goal would be to get to the top. He said that each team would strive to be the best. Mr. Conley asked how would create team spirit? Detective Todd said involvement. Try and get each person involved in something that they like. He said not something that is routine that they would do day to day. He said that it is hard to do because of different shifts, but you have to try. Mr. Conley asked how would you know when team spirit is slipping and how would you get it back? Detective Todd said that you would

have to bring it to their attention and if there is a conflict, try and resolve it. Mr. Conley asked if he let his heart rule his head or his head rule his heart? Detective Todd said nowadays his head. He said that he has seen a lot over the years. Mr. Conley asked, does it take other a long time to get to know him or just a little while. Detective Todd said a long time. Mr. Conley asked if he would rather support the established method of doing good or analyze what is wrong and attack that as a problem. Detective Todd said that he would focus on what is good. He said that there is always going to be something wrong. He said that you can't make it perfect, there is always going to be someone unhappy. Mr. Conley asked what is the highest compliment, being called competent or compassionate? Detective Todd said you have to be compassionate. He said that you will not be successful if you are not competent. Mr. Conley asked why do you want to be a Lieutenant? Detective Todd said that he has been on the Department for 33 years and he has the most experience. He said that because they are moving to a second Lieutenants position, he knows what would be expected of him. His experience is Operations and Administrative, he can do both. Mr. Conley asked what kind of interactions has he had in the community that goes above and beyond? Detective Todd said he was part of the drug take back program. He said that he is scheduled for an eight hour day but it is more like a ten hour day. He is on call twenty-four hours per day and seven days a week.

Mr. Leary asked what skill sets do you have that will make you the best Lieutenant and how would it benefit Holliston? Detective Todd said he is able to get the job done no matter what the job is. He excels at solving problems. He said that he has a lot of contacts and he has great skills. Mr. Leary said that you have been with the department the longest, why would you want to go from a position that is active outside the building to a desk position? He said that he supervises the Court Officer and the domestic violence officer. He is in a supervisors position now. He said that there a few people who just do their job, they do not go above and beyond. Detective Todd said that he is very experienced. He said that most often he gets the job done, but he is not the first person involved. If something has happened and they can't get it right, he then takes over. He said that sometimes they get angry with him, but at the end of the day, they have made it right. Mr. Leary said that starting in college, what special training or education have you taken to promote your career? Detective Todd said that he has his Bachelor's Degree from Westfield State. He said that he went back to school late in life and he went at night. He said that he has been on the force for so long that he is the most trained officer on the department. For example, he said he has investigated arson, internal affairs and audits. Mr. Leary said that being a Lieutenant is a senior position, he would be the public face of the community. What abilities do you have to do that? Detective Todd said that just one hour ago he had to talk to the Metrowest daily News about an arrest yesterday. He said that it was very complicated. He said that under Chief George and Chief Lambert, he was the spokesperson for the Department. He said that by meeting with the newspaper, he is the face of the department. Detective Todd said that he really does not like public speaking but he is always willing to help. Mr. Leary said that he knows that investigations are his passion as part of his work. He asked if he thought he would be able to continue at the same level if he was a Lieutenant? Detective Todd said that it would be difficult to break away from the investigation part of his job completely. He said that before he applied he went and talked to the administration to find out what the position entailed. Detective Todd said that Lieutenant Gatchell though that it would be the perfect opportunity. He said that he could step back a little with the



investigations, he would have others doing the investigating. He would always be available for questions and contacts. Mr. Leary said that he has been involved with internal affairs in the past. Mr. Leary asked if there are any policies that are in place today, if he was the Lieutenant he would like to change? Detective Todd said that Lieutenant Moore and Chief Moore started the accreditation process a few years ago. He said that the policies are cut and dry. He said that some are always changing. He said for example, they now have a K9 program, also the marijuana issue. Detective Todd said that it sounds like a difficult job to investigate internal affairs. He said that he does not really enjoy it, but he is very comfortable doing it. Mr. Leary asked about community policing and his interaction with citizens and Town Government? Mr. Leary said that would be in contact with the Selectmen and the Finance Committee. He asked what skill sets do you have to make those contacts? Detective Todd said that when he was coming to the interview he talked to Town Administrator Paul Le Beau. He said that he has worked with Mr. Le Beau and Town Council on a number of different things. He said that he can work hand in hand with Town Government. Mr. Leary said that any supervisor's job is to lead people. He said that some may not be willing to follow orders. Mr. Leary asked how does he get that person to cooperate? Detective Todd said that it would have to be a case by case basis. He said that you would have to know them inside and out. You may have to dig deep to find out what the problem is. He said that there are guidelines and procedures that need to be followed. Detective Todd said that in police work, there is not a lot a wiggle room. If an order is given, it should be followed. Mr. Leary asked how would you get your point across that this is to be carried out the same on each shift? Mr. Leary said that there may be a different interpretation by each shift. Detective Todd said that there is not a lot of wiggle room. He said at a staff meeting just last week, they were trying to get everyone on the same page. He said that if someone on the midnight shift had a problem with something, he would come in early about 6:00 a.m. just to get a chance to sit and talk to them about it. Also get their feedback. Mr. Leary asked what was the last policy or procedure that you helped out in place and is still in operation today? Detective Todd said that he has been more aggressive in drug investigations. Mr. Leary asked what is your knowledge in the accreditation and where would you see it finished if you were a Lieutenant? Detective Todd said that the process has not been completed as of yet. He said that he is not sure how much more there is to do. Detective Todd said that Chief Moore is passionate about it and wants it done. Detective Todd said that he will do anything to help the process move forward. Mr. Leary asked what are your expectations? Do you want to keep moving up the ladder or will this be it for you. Detective Todd said that he would like to retire at 65. He said that he could have retired a few years ago, he is maxed out. He said that he enjoys his job. He said that he likes the challenges. Detective Todd said that Chief Moore is the sixth Chief he has worked with. He said that he has enjoyed working with each and every one of them. He said that he is a Detective and he supervises the most important part of the Police Department, the prosecution of the court cases. He said that there is so much paperwork and it is very complicated.

Mr. Marsden said that with every interaction he has had with Detective Todd, he has always found him enjoyable and very knowledgeable. Mr. Marsden said that he thinks that Detective Todd has the best job in the department. Mr. Marsden said the Lieutenant's position may be boring for him. Detective Todd said that he is interested in the administrative side of the Lieutenants position. He said that as a Detective, he gets involved with everything, and there is a lot of paperwork. He said that he would still be overseeing the other detectives, so he will still be involved, but not as much.

Mr. Leary asked if Detective Todd would be comfortable with the administrative side of the Lieutenant's position? He said that he would be very comfortable. He said that Sergeant Gatchell was working midnights when Lieutenant Moore became ill, and he stepped up to the plate to help and do whatever he could. He said that he learned on the job.

Detective Todd thanked the Board for their time and consideration.

**AT 5:00 P.M., THE INTERVIEWS CONCLUDED. MR. MARSDEN MOVED TO ADJOURN. THE MOTION WAS SECONDED BY MR. LEARY. ALL IN FAVOR.**

Respectfully submitted,

Donna A. Muzzy

approved \_\_\_\_\_