

HOLLISTON BOARD OF SELECTMEN

March 28, 2017
7:30 p.m.

Selectmen's Meeting Room – 105
Town Hall

Present: Kevin Conley, Chairman; Jay Marsden, Vice Chairman; Jay Leary, Clerk; and Jeff Ritter, Town Administrator.

POLICE CHIEF CANDIDATE DAVID GATCHELL INTERVIEW

Lieutenant David Gatchell was asked to make an opening statement. He said that he appreciated the time and effort that everyone has put into the Police Chief Search. Lieutenant Gatchell said that he has 29 years on the force. He said that he is the only one who has held almost every position in the Department. He said that he has been Acting Chief, Lieutenant, Sergeant, Detective, Safety Officer, Prosecutor and Patrolman. He said that he has worked in each and every field and he knows how they all work. He said that he knows what they should be doing. He said he can help the staff succeed in their careers. Lieutenant Gatchell said that he is happy that there are three internal candidates, it shows how well Chief Moore did in training the staff. He said that there are no secrets at the Police Station. He said anyone has the opportunity to move forward.

Mr. Leary asked what are your top three initiatives as Chief?

Lieutenant Gatchell said Accreditation for the Department, five year strategic plan and have special training for officers. He said that you pay a fee to join NEMLEC. He said that there is so many hours of special training for officers. He said that if we were to have an emergency, all you would have to do is make one phone call and these special trained officers will come.

Mr. Leary asked Lieutenant Gatchell if he has worked on the current Strategic Plan?

Lieutenant Gatchell said yes he did work on it. He was in charge of the juvenile side of the plan. He said that he was the School Recourse Officer at that time. Lieutenant Gatchell said that he thinks that we need a second School Recourse Officer, this one for the middle school. Lieutenant Gatchell said that the SRO has to leave the high school sometimes and go to the middle school to handle things. He said that a second SRO would be a fantastic addition. Lieutenant Gatchell said that at this time, Chief Moore has assigned him to work on the new five year strategic plan. He said that he met with Sergeant Stone and Officer DiGiorgio, they are going to work with him on this plan. He said that they sent out an internal and external survey, and it was well responded to. He said that they set up team members to see if there was a way to handle different things that may come up.

Mr. Leary said that not only as the Police Chief will you have to work with the staff, you have to work with citizens, and Government. What skill sets do you have that would make that work?

Lieutenant Gatchell that he is a people person, he can talk to anyone. He said that Detective Chuck Todd taught him a lot while he was a Detective. He said that he is a good listener and he has learned a lot. He said that if he can't find the solution to a problem, he will investigate and get back to them.

Mr. Leary asked the Lieutenant what his number one priority would be?

Lieutenant Gatchell said he would like to see a second SRO.

Lieutenant Gatchell said that he was asked to put together a wish list. He also said that there are many grants that they can apply for.

Mr. Leary asked Lieutenant Gatchell what approach for policing would make you different from Chief Moore?

Lieutenant Gatchell said that they would be more active in the Community and they would be pro-active. Lieutenant Gatchell said that Chief Moore has already started this. He said that he is a big believer in Robert Peels Principals. He said that police work has gone in a circle and has come back to the 1800 good ideas. He said from Community Policing to the Military.

Mr. Leary asked what is the difference between a good department and a great department?

Lieutenant Gatchell said that Holliston is a great department, but you can always be better. He said that a lot of that has to do with training. Lieutenant Gatchell said that the Board was at the station today reviewing the files of the three candidates. He said that as you can see, there is a lot of training that is done. He said that if you had looked at all the officer's files, you would have seen that there is a lot of training. He said that in some cases, there was free training. He said that he would like to use the training room more. He said that they can use it for a teaching room for other departments. He said that training is expensive, but if we use our training room we could get free training out of it. He said that our officers have had a lot of training. They can react to a situation very well. He said that they do not go into something with guns blazing.

Mr. Leary asked what qualities should a prospective Chief bring to our Town that will give our community confidence that this Police Chief is the right person that was selected?

Lieutenant Gatchell said integrity if you do not have it, it will be like a house of cards. He said that he has integrity, honesty, experience, empathy and he is committed to Holliston.

Lieutenant Gatchell said that the residents call him the most out of Town Townie that there is.

He said that his dad worked for the Water Department for over 34 years. He said that his brother worked in the private sector in Holliston for over 29 years. Lieutenant Gatchell said that he is dedication to Holliston.

Mr. Conley asked Lieutenant Gatchell why do you want to be the Police Chief?

Lieutenant Gatchell said that he feels like he has the experience and the knowhow. He said that he knows how to work with the team.

Mr. Conley asked what can we do better as a Town and the Police Department?

Lieutenant Gatchell said that he thinks that we work well together. He said that he would like to see Coffee with a Cop have better attendance. He said that he understands that people are busy.

Lieutenant Gatchell said that as the Police Chief, he would be out in the public more. He said that he would talk to people one on one. He said that he would help with their problems.

Mr. Conley asked if there are any foot patrol officers?

Lieutenant Gatchell said that some times the officers do go door to door. He said they do have bicycles that they can use for patrols on the rail trail. He said that officers are encouraged to walk the streets.

Mr. Conley asked how do you balance needs with affordability?

Lieutenant Gatchell said the big picture is the budget. He said that they try to work with the union if there is something that needs to be addressed. Lieutenant Gatchell said that the union has worked well with the administration. He said that all officers have been trained in CPR and most have some medical background or training. He said that each cruiser carries oxygen, defibrillator, Narcan and first aid kits. He said that by the police carrying all this equipment it makes the ambulance calls go faster and easier. Lieutenant Gatchell said they have been using a lot of Narcan.

Mr. Conley asked how would you handle a complaint? He said that he would weigh the facts to see if it is a legitimate complaint. If it is, he would have someone handle it.

Mr. Conley asked what kind of challenges do you see in the next five years?

Lieutenant Gatchell said dealing with the mentally ill. He said that we belong to a program called ASH and he said that they just had a member leave. He said that this Clinician would ride around with our officers. The Town shares her time with Hopkinton, Ashland and Sherborn. He said that she was only a phone call away if they needed help. He said that there is a new Clinician and he would like to see more funding to expand that role. He said that they have been keeping track of all calls and there was a high percentage of mental health calls. He said that we have an opioid crisis that is something that they have to deal with. He also said that there are new marijuana laws. He said that he wants to hang on to the personnel. He said that there are some officers who could retire, and there are some who are younger who could go to another department. He said that a lot of time and money has been spent on each officer and he would prefer to keep them all.

Mr. Conley asked if Lieutenant Gatchell would ever want the officers to review him?

Lieutenant Gatchell said that he would not mind being reviewed by the department members. He said that he knows that it would be professional.

Mr. Marsden asked Lieutenant Gatchell what would he do that Chief Moore put into place?

Lieutenant Gatchell said that there is something that he would like to talk to the Board about in Executive Session. He said that it would not be fair to say it to the general public before he has had a chance to talk it over.

Mr. Marsden said that the other candidates all have solid background, what separates Lieutenant Gatchell from the rest of them?

Lieutenant Gatchell said for the past three and half years he has had a span of control of twenty people. He said that it is less if you are covering a shift. He said that a shift could cover three to four people. He said he has to handle everyone. What he does not handle he passed to the Chief. He said that he has done this for a long time and it is time for him to make those decisions without having to pass it up to the Chief.

Mr. Marsden asked Lieutenant his thoughts on the sanctuary city if Holliston had to go down that path?

Lieutenant Gatchell said that he would seek guidance from the Board. Lieutenant Gatchell said that decision is up to the Board of Selectmen as to what they can do.

Mr. Marsden asked Lieutenant Gatchell about the militarization of the Police Department?

Lieutenant Gatchell said that we are well equipped in this community. He said that they have great technology. He said that Technology Director Chris Meo has been a huge help.

He said that he was teaching a class, and another Officer showed him how to get an APP called Coplink, and you can get all the information that you need on your cell phone. He said that if he takes a picture and puts it through facebook it can match the picture with who it belongs to. He said that he needs to look into the policy to see if they have to change any of it.

Lieutenant Gatchell said that the tazers have worked out well. He said that there are very few times that they have been used. He said that the few times that they have been used, it was justified.

He said that we do not need a tank. He said there is a group of Officers that you can call and they are on their way in an emergency.

Mr. Marsden said that Lieutenant Gatchell has been in almost every position that the Police Department has to offer. What job did you dislike the most and why?

Lieutenant Gatchell said that the position that he disliked the most was the Court Officer. He said that the court system is so inefficient, it was something that if he could change he would. He said that was the position that he did not like.

Mr. Marsden asked if there were any concerns about the salary range that was posted, for now and in the future?

Lieutenant Gatchell said that he did not see a salary range posted, but it was talked about at the Police Chiefs Search Committee. He said that he did not have a problem with the salary range.

Mr. Marsden said that if the Selectmen go in another direction and you did not get the position how would you handle it?

Lieutenant Gatchell said on the personal side he would be very disappointed because he thinks that he is the best candidate for the position. He said that this has been a positive experience, because the people who are under him, he gave them the sufficient training and information that they needed to succeed. He said that it is rewarding and disappointing at the same time. He said it will not be the first time and he would continue to do his job and he would help with the transition.

Mr. Marsden asked how would you handle union negotiations?

Lieutenant Gatchell said that is one of the advantages that he has over the other candidates. He said that they are still in the union, and has been out of the union for many years. He said that it is a disadvantage that the Sergeants and the Patrolman are all in the same union. He said that it prohibits needed coaching and discipline from being done. He said that he is all about being fair.

Mr. Leary asked if the Board was not backing the Chief, how would you handle it?

Lieutenant Gatchell said that he would bring his argument to the board and fill them in on all the details and he would bring all data and documents that would be needed to show his point of view. He said that if he can't convince the Board, then he will follow the direction that the Selectmen want him to. He said that he would never go to the press to say that this is how it should be, he would back whatever the Board decided.

Mr. Leary said to Lieutenant Gatchell, you have a very popular officer, but he is not meeting the grade how would you handle it?

Lieutenant Gatchell said he is all about coaching philosophy. He said that if you can teach someone to learn from their mistakes it is better. He said that he likes progressive discipline. He said that he would like all the Sergeants to log their contact with the patrol officers on a daily basis.

Mr. Leary asked if current officers would respect you as the new Chief?

Lieutenant Gatchell said that he thinks they know what he has done over the years. He said that there are stories that go around the station. He said that he was known as a good street cop. He said that he did a great job at the high school as the SRO. He said that people look at that and respect it. He said he is respected in the community.

Mr. Leary said that our current Chief went from a patrol officer to Chief he bypassed two other positions, Sergeant and Lieutenant. Mr. Leary said that he has done a fine job. Mr. Leary asked if that is the way to go? Lieutenant Gatchell said no that is not the way to go. He said that Chief Moore has been a great mentor and a great Chief. He said that if Chief Moore stayed until Lieutenant Gatchell

retired he would be very happy about that. Lieutenant Gatchell said that Chief Moore has the respect for everyone. He is very smart. He said that as a Lawyer, Chief Moore excelled in the Chief's position. Lieutenant said that the union has been pushing to get a standard in line for requirements for promotions. He said that we got very lucky with Chief Moore. He said that he went back to the midnight shift when he became a Sergeant. He said that there has been a lot of movement within the Department. He said that when he was a patrol man, a Sergeants position only came up every ten years. He said that he took the commitment of the Sergeants position and was working midnights for about eighteen months. He then covered for Shawn Moore while he was ill. He was then promoted to Lieutenant. He said that he is the most qualified, and he would appreciate it if he was made Chief. The Board thanked Lieutenant Gatchell for attending the interview.

AT 8:20 P.M., MR. CONLEY MOVED TO RECESS FOR TEN MINUTES. THE MOTION WAS SECONDED BY MR. LEARY. ALL IN FAVOR.

AT 8:30 P.M., THE BOARD EMERGED FOR THEIR RECESS AND BACK TO OPEN SESSION.

POLICE CHIEF CANDIDATE MATTHEW STONE INTERVIEW

Mr. Conley asked Sergeant Stone if he wanted to make an opening statement?

Sergeant Stone thanked the Board for their time. He said that he was pleased to make it this far in the process.

Mr. Leary asked Sergeant Stone his three top initiatives as the new Police Chief?

Sergeant Stone said the first one would be accreditation, he said that we are certified and being accredited would be his number one goal. He said as number two an advancement for the SRO. He said that having a second Officer would be a great help. He said that Officer DiGiorgio is a very busy officer. Sergeant Stone said that he goes between the middle school and the high school. He said that a second officer would be great. He said that third would be the motorcycle program. He said that would be a strong program for the community.

Mr. Leary said that the police interact with the citizens and Town Government. He asked what skill sets do you have to work with both?

Sergeant Stone said that he can work with inside and outside departments. He said that he has good personal skills. He is a great listener.

Mr. Leary said that you mentioned a second SRO, accreditation and the motorcycle, what would be the number one priority if you were appointed Chief?

Sergeant Stone said the accreditation. He said that the department has already done a lot of work on it. He said that it will not be an easy task but he sure that we can be. He said that second would be the SRO.

Sergeant Stone said that they are following the best practices plan. He said that it can reduce liability if we become accredited. He said that these policies that they are following are not just Holliston's best practices, it is many different towns. He said that they follow the best policies that work.

Mr. Leary asked how would you run the department if you were the Chief?

Sergeant Stone gave credit to Chief Moore and he has done a great job. He said that he is younger and he can relate to the younger and the older officers. He said that he can come in on day one and feel

very comfortable in the position of Chief. He said that he has been mentored by great supervisors and he can adjust to the position very well.

Mr. Leary asked what is the difference between a good department and a great department?

Sergeant Stone said that we have a great department. He said that there has been a lot going on in the twelve years that he has been on the department. He said that he can bring in qualified candidates to fill positions. He said making good decisions and having good Sergeants on the road is key to have a great department. He said that leadership starts at the top.

Mr. Leary said that there has been a lot of talk about the twenty-first century policing. What does it mean to you?

Sergeant Stone said there are six pillars, and he believes we have done them all. He said building trust in the community, social media, technology, training, and education. He said that they have been doing it for a long time and he credits the past administration.

Mr. Leary asked what qualities does a Chief need to have to give the community confidence?

Sergeant Stone said that transparency is number one quality. He said being available to the public is key. He said that he has communication skills. He said that he can go into any restaurant and people always ask him how his family is doing.

Mr. Leary said that sometimes you do have to say no. How do you handle it?

Sergeant Stone said that there is an early warning system in place. He said that if something is going on it should be brought to the Chief's attention. He said that the Sergeants are the ones who directly oversee the patrol men. He said that if something is going on, it does not happen overnight. He said that there is help available. Sometimes all you need to do is talk to the officer.

Mr. Leary said that Sergeant Stone has Cesh as a partner. He said that they each have respect for each other. How would being Chief affect that relationship?

Sergeant Stone said that the K9 program was an idea when Chief Moore took over, now it is real.

He said that he takes great pride in helping start this project, and having it be so successful. He said that he would continue the program and advertise for another K9 officer. He said that there is a kennel at the station, there is also a cruiser for the K9 and all the vet bills and food are covered.

Sergeant Stone said that he volunteers for a group called Friends of the Holliston K9 and they have been raising funds. He said that the only purchase would be a new dog. He said that with the fundraising the cost would be small.

Mr. Leary asked if Sergeant Stone was made Chief, what would happen to Cesh?

Sergeant Stone said the Town owns the dog. It would be up to the Board of Selectmen as to what happens to Cesh. He said that he should have first right of refusal. He said that Cesh's work life would end early. He said that the program has been very successful.

Mr. Leary said that the Board of Selectmen want to put a program in place and you as the Chief do not want this program what would you do?

Sergeant Stone said that communication is the biggest key. He said they may be able to come to a different solution or a different idea. He said that the Selectmen have the final word on what should be done.

Mr. Conley asked Sergeant Stone why do you want to be Chief?

Sergeant Stone said that he is an overachiever. He said that he has always wanted to be a leader. He said that he was the captain of the hockey team and football team in school. He said that he was promoted at a young age.

Mr. Conley asked what can we do better as a community with the police department?

Sergeant Stone said an open line of communication. He said getting involved with the programs that they have to offer. Sergeant Stone said that he has started several of the programs. Toys for Tots and Coffee with a Cop just to name a few. He said that it is great for the community to get involved.

Mr. Conley asked how could we save money?

Sergeant Stone said that is a difficult question. He said that the police budget is 95% salaries. He said that they have to staff shifts. They are on duty twenty-four hours per day and seven day a week. He said that they never close. He said that they would like to hire an additional officer. He said that the patrol force is on the older side. He said that if we need to save money, they would have to wait to hire a new officer.

Mr. Conley asked if having foot officers are worth it?

Sergeant Stone said that foot patrols are great. He said that they log them as community interactions. He said that they know the shop owners. He said that they have four peddle bikes that they use on the rail trail. He said that it is very important to know all the shop owners.

Mr. Conley asked how do you balance needs with affordability?

Sergeant Stone said needs have to be listed by priority. He said that they have to be voted on by the command staff, to see what the needs are.

He said affordability is what is important to the community and what the biggest impact will be.

Sergeant Stone said that it is a balancing act of priorities.

Mr. Conley asked if one out of one hundred complained how would you handle it?

Sergeant Stone said you have to deal with the complaint. He said that you would have to check it out and if it is an issue that needed to be addressed he would.

Mr. Conley asked how much time would you put into the complaint?

Sergeant Stone said as much time as needed. He said that a Lieutenant or a Sergeant could handle some of the complaints. He said that it just depends on the severity of the complaint.

Mr. Conley asked how is your facebook page doing?

Sergeant Stone said that his personal one and the department one are both doing great.

Mr. Conley ask what kind of challenges do you see in the next five years?

Sergeant Stone said there is an in flex with people moving to town with the new developments. He said that the schools will have a big issue, all the more reason that a second SRO is needed.

He said that the opioid crisis is going to be on-going. He said traffic enforcement downtown. He said that downtown is not going to get any bigger, just re-structured.

Mr. Conley asked if he was reviewed by the department would you want to know who was doing the review or would you prefer not knowing?

Sergeant Stone said that he is very passionate about his position, and it would not make a difference to him.

Mr. Marsden said that in interviews, people come in and say this is what I am going to do, he asked what would you undo.

Sergeant Stone said there is not one thing that he would undo. He said that what he would do is improve the communications among the ranks.

Mr. Marsden said that you have a number of different positions in the department which one did you dislike the most?

Sergeant Stone said property and evidence supervisor. He said that it is an important position. He said that he was appointed to that position because he has integrity. He said that it was a little room with no windows or phone.

Mr. Marsden said that one of the things that has come up very recently is about sanctuary cities.

Mr. Marsden asked Sergeant Stone his position on this?

Sergeant Stone said that having a close relationship with state and local government is key. He said that building trust in the community is a number one priority. He said that you have to treat people the way they should be treated.

Mr. Marsden asked Sergeant Stone about the militarization of the police department?

Sergeant Stone said as it related to the department is to have the tools available that are needed. He said that he does not think that we are a militarized department. He said having the equipment and the tools is very important. He said that there is a MetroWest Swat Team and they can be very busy.

Mr. Marsden said that Sergeant Stone is in the union and if you move to Chief, you will be management. How do you think it would change?

Sergeant Stone said that open communication is key. He said that the agreement is between the town and the Association.

Mr. Marsden how would you handle it if the Chiefs position was offered to someone else?

Sergeant Stone said he enjoys what he does now but he would like the chance to show the Board his abilities.

Mr. Leary asked Sergeant Stone if he was comfortable with the salary range?

Sergeant Stone said that he read the posting, but he does not remember what the salary range is.

Mr. Leary asked if other officers would respect him if he were named Chief?

Sergeant Stone said that he does what he says and he says what he does. He said that he is a man of integrity and a man of his word.

Mr. Leary said that if you were to become Chief, how would fellow officers respond to this?

Sergeant Stone said that anyone could have applied for the Chief's position. He said that it was open to anyone who wanted to apply. He said that he went through the process fairly and he made it to the finals. Mr. Leary asked why should you be the next police chief?

Sergeant Stone said that he has had excellent training. He said that he has great skills. He said that he is a great communicator. Sergeant Stone said that he can work with town departments.

The Board thanked Sergeant Stone for attending the interview.

AT 9:00 P.M., MR. MARSDEN MOVED TO ADJOURN. THE MOTION WAS SECONDED BY MR. LEARY. ALL IN FAVOR.

Respectfully submitted,

Donna A. Muzzy

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