

MINUTES
TOWN OF BELMONT
POLICE CHIEF SCREENING COMMITTEE- Executive Session
Monday October 14, 2019 6:00pm
Select Board Meeting Room, Town Hall

2019 DEC 12 AM 8:58

CALL TO ORDER

An executive session meeting of the Police Chief Screening Committee was called to order at 6:27pm by Chair Mark Paolillo in the Select Board Meeting Room at Town Hall. Members: Patrice Garvin, Chief James Hicks, Wendy Murphy, Frank French, Raymond Johnson, Michael McAllister, Maryann Scali, and Gi Yoon- Huang were present. Member John Phelan was absent.

Also present: Richard White Consultant; Jessica Porter H.R. Director

Interview of Candidates

Each candidate will be asked the same questions in the order below:

1. Please provide a brief two to three minute synopsis of who you are and why you are here? Or better put "Why Belmont, Why this Job, and Why Now?"
2. If you were appointed police chief, how would you build consensus among community stakeholders for the betterment of the department?
3. How do you motivate employees to achieve more and to suggest innovative ways to perform routine day to day operations while still maintaining accountability?
4. If appointed Police Chief, what are your plans for recruiting a greater and more diverse police force?
5. Who do you see as the vulnerable members of our community, and as police chief what would you do to effectively address their needs?
6. Bias in policing is an important issue in every community. Can you provide an example of when you were biased in your work as a law enforcement officer? How have you recognized the problem in yourself, and what you did about it?

Candidate 1

Mr. Paolillo thanked the candidate for applying and being interested in the Police Chief position and reviewed the process for tonight and when the second round would be held if the candidate was selected to continue.

Mr. Paolillo asked question 1.

Candidate 1 noted they were born in Cambridge and raised in Belmont, attended all Belmont schools. The candidate started working as a dispatcher for 6 years in Belmont, worked at BU in the Police Department after working at BU the candidate moved back to Belmont with their family, raised their kids here. Joined the Police Department in Belmont in 1996. Why Belmont? Because the candidate was raised here and raised their kids here, the candidate noted that not many opportunities become available to become Chief of Police, the candidate's father served as the Chief and the candidate hopes to assume the role of Chief. The candidate has worked to become educated receiving their BA, Masters and FBI training with the Endicott College training academy. Why Now? The candidate stated there are things that the candidate would like to change which you can only do as a Police Chief. The candidate stated they have 10 years of experience in detectives,

prosecuting crimes, developing suspects and helping victims. In 2007 the candidate took the sergeant exam, and ran the traffic bureau, worked more in the community, from 2012 to now has been the police prosecutor. As the prosecutor gets more involved with the public.

Chief Hicks asked the candidate why they have not taken the promotional exam?

The candidate stated they have not taken the promotional exams because of the small department, not a lot of work with the public in the lieutenant position especially since it would be the night shift.

Mr. French asked question 2.

Candidate 1 stated to build consensus you would need to start within the department. The candidate would hit the ground running with the community policing programs with the Town. There has not been much discussion with the community on these programs and they would create a community policing team to host these types of meeting.

Mr. Paolillo asked who the candidate sees as community stakeholders.

The candidate stated that community stakeholder include: community residents, business owners, anyone in town. It is important to use social media, and news print to get the information to the town so people know what is offered by the Town. It is important as Chief to let everyone in town feel included.

Candidate 1 noted community forums could be broken down by the 8 precincts. As Chief the candidate would see what officers are interested and assign officers different tasks based on interest. The candidate noted there are small problems that are bigger to the residents and it is important for the residents to feel they are being heard and being supported.

The candidate believes there could be more programs offered through community policing and specifically noted there should be more quality of life issues addressed through community policing.

Chief Hicks asked question 3.

Candidate 1 said you have to motivate your employees by leading by example. As Chief the candidate would let the employees know what is expected of them and would let the supervisors know they are responsible to motivate their officers. The candidate would recognize officers accomplishments when they do something good, small accolades, notify the whole department when thank you notes are received for specific officers. All employees will be told from the first day that they will be held accountable. It is constant work to motivate staff, as long as the employees are doing the right thing the candidate will have the employee's back and will support them. The candidate noted to keep officers motivated the Chief has to encourage training and education, keep the officers informed, and provide them with the resources needed to stay happy in their job so that they feel good coming to work each day.

Chief Hicks noted how the candidate wants the officers to be proactive. He asked how would the candidate motivate the officers to get that done?

The candidate stated the Chief would meet individually with each officer to let them know the expectations and see what thoughts each individual has. Belmont is small enough the Chief can sit down with each officer and understand what each officer is going through.

Mr. McAllister asked question 4.

Candidate 1 noted the current staff, specifically seven women officers/supervisors, an Asian officer and an American Indian officer. There has only been 3 African American officers in the Town and this has to be a priority to diversify the department. Leaving civil service could help promote diversity with more access being off the civil service list. In addition, while still in civil service it is important promote the exam and position more within schools and the public to encourage residents to take the exam. Notify residents of the upcoming exams and work with the schools and the school resource officers to target students of minorities to help promote diversity.

Ms. Yoon-Huang asked question 5.

The candidate noted everyone in the community at some point could be vulnerable. Victims of domestic violence, abuse, seniors, group homes, residents with disabilities, LGBTQ community stick out as the most vulnerable. To ensure these groups are protected remind officers that it is their responsibility to serve and protect all areas. Keep trainings going about biases and de-escalation techniques because it is important for officers to be trained on how to work with different groups specifically autistic groups and people that have a hard time communicating. The department does not inquire about immigration status, everyone should be treated equally.

Ms. Murphy asked if the domestic violence is mostly women?

Candidate 1 confirmed yes.

Ms. Murphy noted in the Middlesex County sexual assault cases are dropped more often. Is that fair treatment of women because it seems like a decriminalization on these types of crimes in her opinion.

The candidate noted in the current position that they work on probable cause hearings. When domestic assaults lead to arrest they go right to the judge, often times the case ends because the person who was assaulted chooses to drop the charge. Typically the assaults are resolved and not prosecuted.

Ms. Murphy asked question 6.

The candidate said this question allowed self-reflection. The trend is out there about bias policing. The candidate feels that they have treated everyone equally, has even received letters from inmates. The candidate noted ACLU, friend from the court house, has opened their eyes to things they never thought about, white privileges. In current role learn that everyone is human and makes mistakes and make yourself aware that you should not treat anyone differently than you want to be treated.

Ms. Yoon-Huang asked for a statement on the involvement with police and the youth.

The candidate noted it is important to be partnered with the community and the youth. Issues within youth include vaping, underage drinking, and social media. The SRO is at the school and hopes the students understand she is available to them. The Police Department could do a better job in holding a session discussing the issues the kids are facing right now.

Candidate 2

Mr. Paolillo thanked the candidate for applying and being interested in the Police Chief position and reviewed the process for tonight and when the second round would be held if the candidate was selected to continue.

Mr. Paolillo asked question 1.

Candidate is currently a Lieutenant has been an officer for 21 years, grew up in the town, works a lot with the community enjoys this town and wants to help with community even more as Chief. The candidate has worked with many different populations in town and feel they could really make a difference as Chief. The candidate feels they have enough supervisory experience to move forward with the department and the Town. Training and hiring is a lot of administrative work as a supervisor the candidate has done administrative work and as a union president has worked well with the chief and thinks it will help work well going forward as Chief.

Ms. Scali asked question 2.

Candidate stated they would work with leaders and community stakeholders, see what they need and what the officers could do to assist. It would be important to hold many meetings with the different groups, Council on Aging, McLean, churches. As a community services officer the candidate has worked with these groups often.

Mr. Paolillo asked what do you do with the information you receive from stakeholders?

The candidate noted often it allows the department to take action, for example, the citizen's police academy, build bridges with the officers in addition to working directly with the Library on responding to threatening events.

Stakeholders include members of rotary, religious groups, any groups within Town, wants to work with them to better the town.

Ms. Scali asked for specific risks with the elders in Town.

Candidate 2 stated hosting fraud talks, work with the Council on Aging on specific incidents on self-care. It is important to educate officers on the needs of the public so they know how to assist the different groups. In addition at the Council on Aging the candidate assisted in hosting the Police and Fire Bocci tournament, so seniors could meet officers on a way that is friendly and kind and not just on a call.

Ms. Garvin asked how would you prioritize stakeholders with budgetary constraints?

The candidate noted public safety is the most important priority in the Police Department and working with liaison officers, not adding officers but creating a specialty for officers so they are the go to person for certain members of the community.

Mr. Johnson asked question 3.

Candidate 3 noted it is important to allow officers to specialize, for instance officers that know domestic violence, housing, graffiti etc. gives the officers something to do they like and not just their day to day stuff.

Ms. Murphy noted that being a specialty officer allows them to be innovative in specific areas, and asked for the candidate to explain when specialty officers has allowed innovation.

The candidate noted the officers get to look at it with a different point of view, when working on a specialty it allowed officers to think outside of the box and train other officers in the area.

Ms. Garvin asked the candidate how do you prevent an officer with a specialty from acting as if they are in control of that specific area?

The candidate noted it would be important to have the specialty officer train the other officers in the department. For example the candidate discussed how their specialty would be with elder cases and currently the candidate will train officers on how to respond and work together with officers on elder cases and not just take it up as a specialty officer.

Chief Hicks asked how you allow specialty positions without creating it so only specific officers respond?

The candidate noted he officer in charge should be assigning calls correctly and not relying on the specialized officer to respond to all calls in their specialty. When officers do something they like they are more productive with it. It is important for all officers to understand it is there responsibility to respond to all different types of calls.

Mr. French asked question 4.

The candidate said you have to work with community leaders to convince people to take the civil service test so they understand it is a great job. As Chief the candidate would reach out to all members of the community and the town and educate them on why it is a great job to work in.

Ms. Garvin asked if civil service effects the diversity of the department.

The candidate noted it could but other towns out of civil service have had issues with diversity as well.

Ms. Garvin asked how would you respond if we the Town were to remove Civil Service?

The candidate noted she would work through the process and it would be important to identify the new process going forward written out, what the testing would look like and how the Town would choose candidates.

Define diversity: representative of our community, people of different cultures that speak different languages. Currently there are 7 women, 3 are supervisors.

Ms. Yoon-Huang asked Question 5.

The candidate stated seniors, people with disability, domestic violence victims, are considered vulnerable people, they are afraid to come to the police. It is important to do a lot of outreach with the community, churches, COA, group homes, Special Olympics programs to break the fear. The people that cannot speak up for themselves are the ones that are most vulnerable.

Ms. Murphy noted children should also be on the list. The police hands are sometimes tied what would you do as chief to change the culture to get permission from the DA office to arrest someone for a sexual abuse matter?

The candidate stated, they would have to work with other chiefs and other legislatures. They would do their best to try and work with the DA office and look for a bill to pass because it is frustrating when your hands are tied. Additionally the candidate stated that victims sometimes change their minds by the time they hear back from the DA and close the case themselves.

The candidate has worked a lot with the Town Social Worker, Department of Mental Health to make sure the people get protected. Works with spring well to help protect elders through elders services. Assist with elder protective services to make sure they have all the paperwork they need.

Is there more we can do as a town?

The candidate stated there is a stigma surrounding mental health. Many people get embarrassed, it is in all ages. The services aren't there for them, getting them help is difficult, the family is embarrassed and refuses help. People are afraid to ask for health, the Town could do a better job in helping this area.

What should the role be of the police department with the youth and the community?

The candidate stated there are currently 2 SROs and a DARE officer that work with the schools and the police together to help children get what they need. It is important for the Police Department to notify the schools if something is happening with a child or family, the police department is the eyes of the schools outside of school hours and they need to work together to assist and help plan for the child and the family.

Ms. Murphy asked question 6.

The candidate discussed that there has been times when they have question adult children that are in care of their elder parents. There has been times the candidate has questions adult children in financially exploiting their parents, is the adult child getting the parents the care they need or is the child trying to inherit the money? Or a caretaker just working for the check and not providing the best care? For seven years in their position working with elders the candidate has seen these types of things.

Ms. Murphy asked if there any other examples of police biasing.

The candidate stated when working with an older male, that the victims often go to the officer that is male because they don't trust female officers. The candidate has experienced it and does their best to not be bias because they know what it feels like. Wants the department to feel welcoming.

Ms. Paolillo asked if the Town trains officers on police biasing.

The candidate stated yes, but the training is not offered as often as the candidate would like. Training is offered based on hot topics and police biasing is getting there now. The candidate stated there is a new director of the chief training council and hopes the chiefs can provide their feedback because the training offered through them is free.

Finally the candidate stated the police department is a group of great officers, enjoys working with them. It is a wonderful group of officers and as Chief they hope they could do more for them and the Town.

Candidate 3:

Mr. Paolillo thanked the candidate for applying and being interested in the Police Chief position and reviewed the process for tonight and when the second round would be held if the candidate was selected to continue.

Mr. Paolillo asked question 1.

The candidate has lived in Belmont their entire life, raising three children here. The candidate stated Belmont is a great town, nice place to live and hopes to bring the department to the next level. One of seven children, that were brought up to be credible and respectful and to have a strong work ethic. The candidate first started in the accounting field when they first went to college and joined the Police Department in 1996. Worked as a patrolman, traffic investigator, domestic violence and community policing officer. The candidate stated community outreach is very important sometimes officers only see 10% of the people 99% of the time. Worked as Chief for Belmont for a short time, in that time period the candidate was able to get new radios, and finger scanner then went back to the position of lieutenant. Additionally the candidate stated they attended the FBI national academy.

Chief Hicks asked why aren't you chief now?

The candidate stated he was appointed Chief at the time but the contract did not work out, has gained experience since then. At that time the candidate had 10 years of experience and now has 23 years of experience. At the time the candidate stated they had three kids under the age of 3 and their spouse wasn't working now their spouse is working and kids are older. The candidate worked as Chief for a month, prior worked with the warrant committee and other committees at the time.

Ms. Yoon-Huang inquired wouldn't the Chief's pay be more than a Lieutenant?

The candidate stated as a Lieutenant you are able to get details and over time you do not have access to as Chief so you have the potential to earn more than the Chief's contracted salary.

Chief Hicks asked question #2.

The candidate noted they would start off with their strategic plan. The strategic plan comes from the stakeholders, department heads and people serving the town. There are 16 proposed focus areas in the handout they provided and in their 12 month plan submitted with their application. The candidate would attack different areas based on what the Town wants. The Police Department needs to have their roles addressed, so the officers know their goals and objectives to help gravitate the town so the residents can trust the officers. The 6 pillars President Obama sated necessary for the Police Department are important to the candidate's focused areas. The candidate stated the whole community is stakeholders, outside agencies and department heads are included.

What happens when the strategic plan doesn't align with the TA office?

The candidate noted as Chief it is their responsibility to have to work together with the TA and office to reach consensus. The candidate continued and discussed how the community has to have a part and be included in their strategic plan. As Chief the candidate would show up at meetings with different groups in Town. Officers need to be involved, and attend different trainings.

Mr. McAllister asked question 3.

The candidate stated to motivated employees the Chief has to develop trust, the candidate has been working here for 23 years and trust has been established. Internally and externally people come to the candidate with different issues because they trust the candidate. Officers need to feel included in order to empower the department to reach their strategic goals. The plan needs to be in conjunction with the entire department. The candidate stated the accreditation program needs to be completed, so the department is fair and equitable and disciplined when needed. The candidate noted that the accreditation assures the officers are doing the best for the community. Community Policing by precinct would assist in motivation so the officers have sense of accomplishment and feel rewarded, with recognition.

As Chief the candidate would ask officers what areas they want to be involved in and allowing them to feel in charge for what they get to do. This will motivate officers, because they are doing work the right way and work they are interested in and want to do.

Mr. Johnson asked question number 4.

Candidate stated to get out of civil service, people may look at it internally as it is an old way of thinking. It is more effective, can recruit a more diverse group of people. Senator Brownsberger has created a new bill related to residency requirement based on diploma, not living there. There needs to be more creative solutions, the Town has to be proactive, solicit community groups, advertise to other areas of town. Make sure the we are a police department that people want to come to work at. The candidate stated the easiest thing to do is to get out of civil service and sit down with unions to get them on board.

The candidate noted that diversity defines the area we live in right now. The department is looking from the outside in if they don't have officers with similar background of the residents, females, Asian, gay, lesbian, any type of diverse group.

Ms. Yoon-Huang asked question 5.

The candidate stated that vulnerable people include domestic violence, sexual assault victims, LGBTQ groups, youth groups, and minorities. There are groups of people out there that are afraid to come to the police and follow through with the process, until the department reaches them we are not doing our job. The candidate stated by doing training with the DA or attorney general office on how to recognize the vulnerable groups the department can better themselves. The candidate discussed working to receive grants for a social worker to incorporate all the areas including Police, Fire, Housing etc. The officers need to be trained to ask the right questions to people in these vulnerable categories. Officers can do better and the department has to reach out to the most vulnerable people.

The candidate noted that regional case workers are used in other progressive departments, the social worker comes with the officer to be able to talk to the victims. A social worker allows collaboration with the group.

Ms. Murphy asked about the victims that drop charges for sexual assault allowed by the DA. In her opinion it has become decriminalization of violence against women. What would you do as Chief to fix this issue?

The candidate noted they specifically received an individual award from the District Attorney's office for how he helped with high risk domestic violence/sexual assault victims. The problem is that victims do not want to testify, it is difficult for the suspect and the department wants to try to stop the problem as well and help the household.

The candidate stated they would need to have a sit downs with the DA's office and the Middlesex police chiefs to make a difference and change how it is done. Important to reach out to the victim, ensure they are in a safe environment.

Ms. Murphy asked question 6.

The candidate noted the political state, and feels the minorities think they are going to arrest them just because they are minorities. The candidate noted it is the Police Department's responsibility to make people not feel this way, to do this the Chief would need to incorporate training, community outreach and practice empathy. As Chief the candidate would recruit the right officers, recruit no-bias officers, everyone has biases, we need to correct the biases that officers have. There are different techniques to use to stop biases which are taught in training, all officers need to attend these types of trainings. The connection has to be there with the minorities to prevent bias.

How do we address officers over reacting to situations?

The candidate noted that setting up the accreditation, policies and procedures and getting a culture that is accepted by all officers and by providing training will help officer react to situations appropriately. A department that is working to becoming bias free, and trying their best when on calls. The department needs to feel safe working.

Ms. Yoon-Huang asked about a graph on his plan about ticketing people on crosswalks.

The candidate noted as Chief they would escalate and create 5 or 6 more people in the traffic division to ticket the individuals. Traffic enforcing is important.

In closing the candidate noted that they were happy to be here, appreciate the time of the committee.

Candidate 4

Mr. Paolillo thanked the candidate for applying and being interested in the Police Chief position and reviewed the process for tonight and when the second round would be held if the candidate was selected to continue.

Mr. Paolillo asked the first question.

The candidate is currently the Assistant Police Chief for the Town of Belmont. Belmont is a great community, born and raised here, 3rd generation. Lived here his whole life, family is invested in the community. Ran for town meeting when he was 23 years old in precinct 3 and then precinct 4 for a total 19 years at town meeting. The candidate enjoys collaborating with experts in the community, has been the Assistant Chief for 7 years and a supervisor for 15 years. As the Assistant Chief the candidate has had to run the department for extended periods of time and has made many tough decisions. The candidate has completed the FBI academy, and Kennedy School of Government, and it has always been their goal to be the Police Chief.

In the 7 years the candidate has learned a lot as the Assistant Chief, especially being out of the union, has learned patience is a virtue dealing with personnel matters.

Ms. Scali asked question 2.

The candidate noted that in order to build consensus you need to collaborate through community involvement and partnerships that you create. The candidate noted that technical problems can usually be solved in the departments, adaptive problems cannot be solved on the departments own and needs collaboration. The candidate noted that there are formal collaborations with the schools, restorative justice, the human rights commission and that the partnerships are circular in nature and do not end. The candidate noted that the transportation advisory committee has an officer on the committee to bring consensus amongst the town. It is important to trust one another and be committed to the process, if the goals are different the department and the committees have to work together. Community policing, partnerships, the welcoming community and advocates at town meeting are important to collaboration. There are no one way streets, officers have to give up some of their autonomy to citizens.

Mr. French asked question 3.

The candidate stated a Chief needs to be able to create an environment where officers have confidence in their self, abilities, leadership and equipment. The Chief should create a goal for the employee's wants and needs, a leader has to observe, interpret and intervene. As a leader you are interpreting people's realities and people are going to have different expectations when there is a new chief, get people focused and move them towards a goal. Provides motivators and job enrichment, rewards and fear don't work as motivator. Self-motivation is lasting, persuade

employees to join and set a plan that has a clear set of goals, growth recognition, personal, positive reinforcement will help with motivation.

The Candidate notes that the department uses DDAX a system that takes all complaints and identifies the problems within Town. To help motivation as Chief the candidate would give it to the officer in charge to decide how to approach the problems, and assign officers based off the DDAX report. Assigning this way will help in holding officers accountable and track what is being done on the job based on the assignment.

As Chief you have to take action and take conscious effort, hold officers accountable. If discipline comes out of accountability it is something that is good for them and the department. The entire department has to be on board.

Mr. Paolillo asked how do you get someone to be self-motivated?

As Chief you have to maximize skills and talents of the department. The candidate discussed a specific officer who worked as a patrol officer when the school resource officer job opened she put in for it. She is great in the position, fits right in, find the right position for the right person. As patrol officer she was not as engaged and interested in the role. As Chief make clear what the expectations, and ask the officers what do you want to be doing as an officer. Is there a specific interest?

Chief Hicks asked question 4.

Diversity is an issue with the community of Belmont, as a middle age white male the candidate believes they can help the direction the police department is moving. The department needs to be representative of the community and be responsive to the community. Has a desire to serve all the needs of all the residents of Belmont it is important to hire officers that are able to understand different points of views and experience of all the residents of Belmont. The people of Belmont need to have trust and belief in the department. Everyone in Belmont needs to feel they are being heard and treated fair in an equal way.

The candidate stated the department has to be removed from Civil Service. There are three avenues to recruit a diverse force while in Civil Service. The first is to go out in Belmont and recruit for minorities, the minorities have to score well enough and they will be behind veterans and disabled candidates. The second option is to apply rule #8, the candidate explained how this works, for instance if 50% of the calls the department receives are French speaking, we would request a list of French speaking officers from Civil Service. The last option would be that the Town would have to admit to discrimination in past hiring practice, which is not true.

The candidate explained Whitman requested a list under Rule #8 for women and was kicked back, Foxboro as well.

In addition there is not enough people in town taking the list, there are currently seven candidates on the list for three openings.

The candidate explained if Belmont gets out of civil service the department can collaborate with Belmont against Racism and Human Resources for recruiting qualified diverse candidates. UMass

Lowell, Fitchburg State has programs for police candidates. The Town would have to establish their own exams and hiring practices.

If we remain in Civil Service the Town has already would to help propose the law that if you have a high school degree from any high school in town and live in a different town you receive the same treatment as a resident of Town. Captain Hoer thought of it and the Town proposed it.

The candidate was asked about addressing the Assistant Chief position if it becomes available. The candidate stated the position is outside of the union, and would hope to promote within.

Ms. Yoon-Huang asked question 5.

The candidate noted that anyone can be vulnerable, in Belmont the groups that would most vulnerable would be the youth, elderly, people in crisis including people in addiction, women and members of the LGBTQ community, who also tend to be victims of domestic assault and exploitation. As Chief it would be important to build in roads and camps into these groups. They also have high level of fears of crime.

The youth receive more resources from the department than the other groups mentioned. Currently the department has a juvenile and domestic violence detective. The officers need to get out of the vehicles and be with the kids, being involved when not in uniform is key to a good relationship with the vulnerable groups. In addition the department currently participates in active shooting drills in the schools, the students take the drills seriously because there is real fear there and it is sad to see they feel that way.

With elderly, the Town has the Council on Aging, and the officers when they respond to calls are trained on how to pick up ques, they identify hoarding, people not eating etc. Lt. Daley is the head of the Community Service Department and interacts a lot with this group. The candidate believes that the COA needs a liaison police officer, in addition the candidate would hold office hours as the chief every 2 weeks at the COA.

Ms. Murphy asked about violence against women, she feels that the hands are tied in most sexual violence cases, the DA requires the case gets run by them. No other crime is treated like that and it basically becomes decriminalized. How do we put an end to the second class treatment for violence against women?

The candidate noted they would collaborate with someone like Ms. Murphy and talk to the DA and try to get to a result from it. Although it probably won't change the policy with the DA it is important to get the issue heard.

Ms. Murphy asked question 6.

The candidate stated when they were first working with people battling addiction you would use names because of their addiction. These were petty crimes, give names and devaluing their status of a human being, as an officer you didn't want to search the addicts because you were terrified of being stuck with a needle. The candidate noted this was in the 90s when they were first on the police force here. One day the candidate had the opportunity to watch a prisoner at Mount Auburn Hospital, and talked to him for 3 hours. After that day the candidate started to think differently

about people they would call by names. Since then the candidate sat on a panel at the Belmont Media Center, with a recovering addict and doctors, realizing these people didn't intend to become addicts. The candidate became fearful for his children, started a program on the dangers on opioids to help people in the community. The candidate noted he recognized the biases they had. It is important to recognize the biases, as a while male the candidate doesn't know what it is like to be biased against. It is important to be aware of it and train other officers to be aware of it.

Ms. Yoon-Huang asked the candidate how they would respond if not appointed Chief?

The candidate stated they have the right character, empathy and would continue to be a top notch employee with the Town of Belmont if not selected.

The candidate thanked the committee for their time and noted that they are result oriented, and hopes to move on in the process and to share the one year plan.

Interviews completed at 9:18pm.

Ms. Scali suggested the members writes the three names each would like to go through to the next step.

Ms. Yoon-Huang asked about the union tension with civil service and how it relates with the Town?

Ms. Garvin noted when you have an employee that has been involved with the union for a long time and then enters an administrator role it is hard to overcome the change when you are involved with the union for a long time.

Ms. Garvin felt candidate number 2 was giving the union answer.

Mr. White noted most Chief are leaders and were leaders in their union prior to becoming a Chief.

Ms. Yoon-Huang asked about Candidate's 1 answers for the questions Chief Hicks asked about not taking additional Civil Service Exams to be promoted.

Chief Hicks said he was disappointed in the candidate 1's answers. The candidate is very good for the Belmont Police Department is very comfortable in the position that they currently hold, but felt there was no ambition throughout their career to move up. The statement that they didn't want to go back on nights to become lieutenant is disappointing. Chief Hicks noted that the desire to become Chief is something you long for and not become interested in August when it becomes posted.

Ms. Murphy noted that if the first candidate said they did not take Lieutenant because they wanted to be home at nights with their children the committee would have accepted that for the same reason Candidate 3 didn't accept the Chief position. Either way she felt candidate 1 had the least experience and was far apart from the strongest interview.

Mr. Paolillo stated he believes the committee should move forward with Candidates 2, 3, and 4.

Ms. Scali and Ms. Murphy want to move forward with only 2 candidates. .

Mr. Johnson thinks moving forward three candidates is important.

Mr. Johnson made a motion that the committee at the November 2nd meeting will recommend no more than 2 candidates to the select board seconded by Ms. Scali. Vote 8-0-1.

Roll Call Vote: Mr. Paolillo Aye, Mr. McAllister Aye, Mr. French Aye, Ms. Scali Aye, Ms. Murphy Aye, Mr. Johnson Aye, Chief Hicks Aye, Ms. Garvin Aye. Ms. Yoon-Huang Abstained.

Mr. Johnson made a motion to move forward with Candidates 2, 3 and 4 to be interviewed on November 2nd seconded by Mr. Paolillo.

Roll Call Vote: Mr. Paolillo Aye, Mr. McAllister Aye, Mr. French Aye, Ms. Scali Aye, Ms. Murphy Aye, Mr. Johnson Aye, Chief Hicks Aye, Ms. Garvin Aye. Ms. Yoon-Huang Aye.

Ms. Yoon-Huang prior to stating Aye made a statement that although Chief Hicks felt Candidate 1 was low energy, her perception was that the candidate was calm and thoughtful and would be the candidate she would feel most comfortable speaking with, however the candidate is the least experienced.

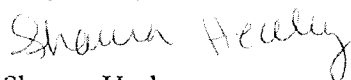
The committee is tasked to send three questions to Mr. White to go with the 12 month plans the candidates will be presenting at the next interviews.

Adjournment

Chief Hicks made a motion to adjourn the meeting at 9:52pm seconded by Ms. Garvin.

Roll Call Vote: Patrice Garvin Aye, Raymond Johnson Aye, Michael McAllister Aye, John Phelan Aye, Chief Hicks Aye, Gi Yoon-Huang Aye, Wendy Murphy Aye, Maryann Scali Aye, Frank French Aye, Mark Paolillo Aye.

Respectfully Submitted,



Shawna Healey
Human Resource Generalist

Voted and Approved December 9, 2019