

**BOARD OF SELECTMEN**  
Francis A. Hegarty, Chairman  
Robert F. Brady, Jr., Clerk  
Steven P. Rose, Associate

Francis T. Crimmins, Jr.  
**TOWN ADMINISTRATOR**

# Town of Avon Massachusetts

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## **BOARD OF SELECTMEN MEETING MONDAY, AUGUST 15, 2016 7:00 P.M.**

**Members present:**

Francis A. Hegarty, Chairman  
Robert F. Brady, Jr., Clerk  
Steven P. Rose, Associate

**Others present:**

Francis T. Crimmins, Jr., Town Administrator  
Shanna M. Faro, Executive Assistant to the Town Administrator  
Police Chief David Martineau  
Scott Bettencourt, Bettencourt Law Group, P.C.  
Robert W. Kaiser, Robert W. Kaiser & Associates

Chairman Hegarty called the meeting to order at 7:00 p.m. with all members present.

Chairman Hegarty asked Mr. Kaiser for an update on the progress of his management study of the Avon Police Department. Mr. Kaiser informed the Board that the first part of his study, which consisted of holding private interviews with every member of the Police Department including the Chief, Sergeants, Officers, and Dispatchers, concluded this afternoon. Mr. Kaiser's assessment of the employees was that they all worked well together as a team and it seems as if they have all stepped up to help out during the staffing shortage. Mr. Kaiser informed the Board that after examining the number of different shifts scheduled, coverage for each shift and staffing levels, it was his opinion that coverage is critical. Mr. Kaiser advised the Board to move swiftly on staffing additional officers, which will be reflected in his written report.

Furthermore, Mr. Kaiser went on to state that while his study is still in the early stages, he will make recommendations to the Board which will include a combination of factors such as hiring from the Civil Service local list and lateral transfers, to include those opportunities to fill the diversity factor that the Board is striving for in the face of the changing times. Mr. Kaiser stated to the Board that once the critical component of staffing is addressed, he will proceed with his management study in terms of addressing the specialty positions of a Deputy Chief, Detective, Court Officer and School Resource Officer. Mr. Kaiser will develop clear objectives and job descriptions for each of these new positions. Mr. Kaiser also advised the Board that incentives to keep highly qualified officers in Avon will be key as well, such as additional training and the building of the new police facility. Mr. Kaiser thanked Chief Martineau for his cooperation with his study as he has provided him with all the necessary documentation needed thus far to do his research. Mr. Kaiser reminded the Board that his recommendations will include short term strategies, intermediate goals and a long term vision for the future of the Police Department.

Mr. Rose asked Mr. Kaiser how many officers he would call for immediately to which Mr. Kaiser responded he felt the Board should authorize the hiring of two new officers immediately, preferably from the local Civil Service list. Both Mr. Kaiser and Chief Martineau informed the Board that the next

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enrollment for the Police Academy is October 31, 2016 in Plymouth, and if at all possible, the Board should strive to meet that enrollment date. Mr. Kaiser further elaborated that once the short term goal is achieved, he would then move forward and hire candidates with a specific skill set to meet the specialized criteria the Board has requested of the Department moving forward. Mr. Kaiser recommended developing an Assessment Center, which would be comprised of a team of individuals, who would evaluate a candidate's writing skills, temperament, and other qualifications for the position. Mr. Kaiser suggested the team could be composed of a number of individuals, for example, a retired Police Chief or a member of the Board of Selectmen.

Upon hearing the recommendations of Mr. Kaiser, Mr. Rose made a motion to call for a local Civil Service list for two police officers for the Avon Police Department. Mr. Brady seconded the motion. The motion carried.

### **Adjournment**

At 9:20 p.m., the Board unanimously agreed to adjourn the Workshop Session.

Respectfully submitted,

A handwritten signature in cursive script that reads "Shanna M. Faro".

Shanna M. Faro  
Executive Assistant to the Town Administrator