



**Town of Arlington
Office of the Town Manager**

Adam W. Chapdelaine
Town Manager

730 Massachusetts Avenue
Arlington MA 02476-4908
Phone (781) 316-3010
Fax (781) 316-3019
E-mail: achapdelaine@town.arlington.ma.us
Website: www.arlingtonma.gov

To: Members of the Select Board

From: Adam Chapdelaine, Town Manager

RE: Police Chief Recruitment Strategies/Interim Chief Strategy

Date: January 7, 2019

Vacancy

As the Board is aware, Frederick Ryan, Arlington Chief of Police, is retiring as of January 13, 2019. Chief Ryan has had a tremendously positive impact on the Arlington Police Department (APD) and the Arlington community during his tenure, and I think it is an inarguable fact that he is leaving behind a substantial pair of shoes to fill. I am writing today, to inform the Board of my plans for filling this vacancy on both an interim and permanent basis.

Interim

I plan to interview any current Captain or Lieutenant who is interested and from that pool make a provisional promotion. In lay terms, this is an Acting Chief. Whichever Captain or Lieutenant is provisionally promoted will serve as Acting Chief until a permanent replacement is hired. It is of course possible that the Acting Chief could apply for and become the permanent Chief. I plan to have the Acting Chief named by the second week in January.

Potential Avenues for Recruitment

In regard to the screening and recruitment of a Chief for the permanent position, there are several processes which can be utilized under the law. Brief descriptions of these processes are as follows:

▪ **Civil Service (Internal)**

The Chief of Police in Arlington is currently a Civil Service position. Following this process would open the recruitment to each successive rank below Chief from within the department until four (4) candidates have been identified. For example, if only one (1) of the current Police Captains chose to pursue the position, then Police Lieutenants would be eligible to apply. If only two (2) Police Lieutenants applied, then the position would be opened to Police Sergeants as well. However, if a combination of existing Police Captains and Police Lieutenants equaling four (4) or greater applied, the position would not be made available to Police Sergeants.

Under this process, the candidate pool would participate in an assessment center that would be run by an independent third party hired by the Town. This assessment would have both written and verbal components. The assessment panel would then provide a score for each candidate and I would then receive a list of the top three performers in order of their score. If

the second or third ranked candidates were chosen, I would have to provide bypass reasons for not selecting the highest ranked candidate.

- **Civil Service (Open Competitive)**

Under this process, the position would be open to any candidate having a minimum of five (5) years supervisory experience in a governmental police force. An assessment center and selection process similar to the one described above would then be implemented.

- **Non-Civil Service Process**

Pursuit of this process would allow for the position to be open to candidates from within the state and beyond based upon criteria that the Town would set. Like the Civil Service processes described above, an assessment center would be utilized as a component of the evaluation process. However, in this process, the top candidates would be provided to the appointing authority without ranking. Using this method would eliminate the need to provide bypass reasons for not selecting the candidate with the highest score. It would also afford qualifying APD police sergeants the opportunity to participate in the process.

In order to pursue this process, the Chief's position would need to be removed from Civil Service. This would require an affirmative vote of Town Meeting requesting the filing of home rule legislation and then the successful passage of such legislation.

Input

While considering these multiple options I have consulted with Board members, the leadership of both Police unions, Chief Ryan, the Director of Human Resources, the Deputy Town Manager, and Town Counsel. All of these stakeholders have provided valuable perspective and have allowed me to consider this process from multiple angles. It has become clear that maintaining a balance of management flexibility, cultivation of a talented candidate pool, and employee morale within the APD are all crucial factors to consider.

Course of Action

I would like to move forward with the process to remove the position from Civil Service, while keeping in mind the balance of factors outlined above. Though this course would certainly broaden the pool of candidates we could consider, I want to be clear that I am by no means ruling out making a permanent promotion from within the department. I believe that the Town and the APD will benefit from a process that maximizes the candidate pool and the competition for this very important position, which ultimately will result in hiring an excellent Police Chief.

I look forward to discussing this approach with the Board at Monday's meeting.