

June 1, 2017

Mr. John Senchyshyn  
Assistant Town Administrator/HR Director  
Town of Wayland  
41 Cochituate Road  
Wayland, Massachusetts 01778

Dear Mr. Senchyshyn,

It gives me great pleasure to submit my resume for your consideration as the next Police Chief for the Town of Wayland.

It has been my honor and privilege to serve the community of Wayland for the past 27 years. During my tenure, I have held every position within the police department starting as an Auxiliary Police Officer and Dispatcher working my way up to my current rank of Lieutenant.

As second in-command of the Wayland Police Department, I am trusted to lead the department in the Police Chief's absence. This broad range of experience provides me with a depth of understanding of all areas of the department. Another significant attribute is that I possess a great deal of institutional knowledge concerning both the Wayland Police Department and the Town of Wayland.

In our changing world it is important to constantly evaluate current law enforcement procedures and adapt them to new and improved best practices. Wayland is a progressive law enforcement agency that is committed to community policing. I am committed to education and training of not only myself, but all police officers. For the past 16 years, I have had the benefit of working alongside and being mentored by the current chief.

The Wayland Police Department has been recognized as exceptional in many ways. We take pride in being noted in the top rankings for "Safest Communities" in Massachusetts and the United States. I believe this is directly related to our focus on fostering a culture of professionalism and commitment to the community. My goals are to maintain a high level of professionalism by optimizing training opportunities for all officers, and to increase our involvement across different segments in the community such as business owners, senior citizens and the youth within the community. I will do this by expanding our role within the community through community policing resources.

I appreciate your consideration for the position of Police Chief for the Town of Wayland. I look forward to discussing how my expertise can continue to benefit the Town of Wayland.

Sincerely,



Patrick J. Swanick

# Patrick J. Swanick

6 Mathew Circle, North Grafton, Massachusetts 01536

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## S U M M A R Y

- Experienced leader
- Strong organizational skills
- Dedicated manager/mentor
- Skilled negotiator
- Dedicated to service excellence
- Exceptional attention to detail
- Committed to lifelong learning
- Vast institutional knowledge

## E M P L O Y M E N T   H I S T O R Y

### Wayland Police Department, Wayland, MA

Lieutenant	2007 to Present
Detective Sergeant	2006 to 2007
Administrative Sergeant	2004 to 2006
Sergeant/Patrol Supervisor	1997 to 2004
Police Officer	1994 to 1997
Police EMS Dispatcher	1990 to 1994
Auxiliary Police Officer	1988 to 1994

- Professionally serving the police needs of a community of approximately 14,000, maintaining a relationship of mutual respect between the police and the community.
- Ensure that police responses are appropriate based on case law and legal procedures.
  - Coordinate with surrounding towns to secure appropriate resources
  - Review officers' reports and administrative paperwork to ensure accuracy
- Represent the police department within various committee activities including Fire Department, Board of Health, Planning, DPW, Public Safety Building Committee..
- Coordinated Policy and Procedure Manual rewrite to meet the standards required to attain Massachusetts Accreditation Certification.
- Senior-level experience in executive decision making, policy direction, strategic planning, community relations, program development, financial and personnel management, and professional standards.
- Management Responsibilities:
  - Direct department responses for investigations, crime and accident scenes
  - Prepare monthly report outlining patrol division's activities
  - Crime reporting – NIBRS submissions
  - Participate in new hire interviews for patrol and command staff both within Wayland and for other municipalities.
  - Train/coach department staff
  - Participate in Wayland Police Department budget preparation
  - Administer Police Career Incentive Pay Program Administration (Quinn Bill)
  - Scheduling and assignments for Patrol Division
  - Instituted *Weekly Roll Call*, an email training program to refresh officers' awareness on issues concerning department policies, procedures, rules and regulations.
  - Publish and disseminate weekly staff meeting notes to personnel.

- **Community Services**
  - Rape Aggression Defense (RAD) Instructor
  - Instituted the Wayland Citizen's Police Academy including development of curriculum
  - Wayland Junior Police Academy - Instructor
  - Cop Cards Program Participant
  - Wayland Police Association Senior Breakfast
  - Citizen's Response to Active Shooter Events (CRASE) Instructor
- **Managed the application processes resulting in the award of the following grants:**
  - Commercial Equipment Direct Assistance Program
  - Homeland Security Grants
  - Governor's Highway Safety Division Grants
  - Community Policing Grants
  - 911 Grants
- **Technology and Infrastructure**
  - Reverse 911 system implementation
  - Initiated social media best practices and procedures
  - In-car video system
- **Special projects, assignments and investigations as directed by the Chief of Police**

#### S E R V I C E ~ A S S O C I A T I O N

- **FBI National Academy Associates**
- **Wayland Police Officers Union (two-term President, one-term Vice President)**
- **Wayland Police Association (one-term Vice President)**
- **Mass Bay Community College – Criminal Justice Advisory Board**

#### E D U C A T I O N A N D C E R T I F I C A T I O N S

**FBI National Academy**  
 Quantico, VA  
 Session #216

**Western New England College**  
 Springfield, MA

- **Master of Science in Criminal Justice Administration**
- **Bachelor of Science in Law Enforcement -**

**New England Institute of Law Enforcement Management**  
*Babson College, Needham MA*

- **Advanced Management Practices**
- **Command Training Program**

**Municipal Police Institute**

- **New Chief – Executive Development Seminar**
- **Chief and Command Staff Managerial Skills**

## **Less Lethal Force Options for the Wayland Police Department – Lt. Patrick J.Swanick**

Wayland police officers are currently issued pepper spray and expandable batons as less-lethal force options. I recommend introducing Tasers as an additional less-lethal weapon.

### **Background:**

Less-lethal weapons are designed to distract, disorient, and temporarily incapacitate, thereby allowing the officer to successfully control the suspect while reducing the chances of injury to both. Less-lethal alternatives are designed to make arrests safer for the responding officers and the subject being placed under arrest. "Less-lethal" does not mean "not lethal". Any less-lethal weapon has the potential to be deadly.

Since the mid 1900's, the most common less-lethal weapon law enforcement officers had was a wooden club or baton. Today, the most commonly used less-lethal weapons for law enforcement are; chemical agents, conducted energy weapons (CEWs) and projectile weapons.

Over the past 20 years, new technologies have emerged that allow law enforcement officers to control suspects who resist compliance while inflicting fewer or less serious injuries. In situations where the suspect is armed with a knife or dangerous object, but not a firearm, the use of deadly force has become increasingly politically unacceptable.

Less-lethal weapons can be particularly useful in cases where suspects have a mental illness or are under the influence of drugs or alcohol. Pepper spray was among the first of the new less-lethal weapons to achieve widespread adoption and more recently, CEWs such as the Taser, have become common place. According to a 2011 National Institute of Justice study, the use of OC (pepper spray) and CEWs (Taser) can reduce serious injury to offenders by 60% and reduce serious injury to officers by 10-20%.

### **Chemical Agents**

**Definition:** The common less-lethal weapons are chemical agents dispersed in aerosol form. The most widely used is Oleoresin Capsicum (OC) or pepper spray. OC has an effective range of 1-20 feet.

**Effect:** The suspect feels pain, burning, and irritation of exposed mucous membranes and skin. Most subjects are too distracted by their discomfort to resist officers.

**Usage:** Most officers carry OC on their duty belt. The officer will spray the OC toward the chest and face of the subject.

**Concerns:** If an officer sprays the aerosol in a confined environment or a blowing wind, it may hit an unintended victim or a fellow responding officer. Chemical agents do not work on everyone.

**Cost:** \$15-\$20 per officer per canister of OC spray. All officers receive training with OC at the police academy.

**Recommendation:** WPD officers currently carry OC. The department policies outline appropriate use and there are no significant issues.

### **Conducted Electrical Weapons (CEW)**

**Definition:** CEWs work by sending electronic pulses throughout the body, interfering with the communication between the brain and the muscles.

**Effect:** They overwhelm the normal communication network, causing involuntary muscle contractions and impairment of motor function. Most subjects instantly drop and fall to the ground. CEWs are very effective when the officer is within 5-25 feet from a suspect. The most common CEW used by the police is the Taser.

**Usage:** The Taser is worn on the officer's duty belt. The Taser is in the shape of a pistol. The officer will aim the Taser at the subject and pull the trigger which causes two electrodes tethered by a fine wire to be propelled into the subject's torso. The Taser then sends electronic pulses to the subject causing the subject to drop to the ground.

**Concerns:** The major concern with CEWs is overuse. Deaths associated with CEWs often involve multiple CEW activations or multiple five-second cycles from a single CEW. There is significant data showing that when officers draw a Taser, subjects will instantly stop any resistance and cooperate with the officer.

Departments must develop policies dictating when CEWs can and cannot be used. The policies must include strict consequences for officers that improperly use the equipment.

**Cost:** \$850 per officer to equip each officer with a Taser and holster. Officers would be required to receive additional training prior to implementation. Total cost of equipment and training would be approximately \$20,000.

**Recommendation:** I recommend that the Wayland Police Department add Tasers to the officers less-lethal force options. An investment now could pay off by saving lives and reducing injuries to officers and subjects being placed under arrest.

### **Projectile Weapons**

**Definition:** Projectile weapons fire a projectile (round) at the subject. The projectiles are small such as a bean bag, rubberized bullet, or paintball filled with OC (pepper spray).

**Effect:** The round is designed to cause pain but not penetrate the skin. It transfers and disperses its kinetic energy into its target. The most common rounds are those fired from a shotgun or a special launcher. They have an effective range of 5-25 yards.

**Usage:** These weapons are large (the size of a small rifle) and usually stored in the trunk of a patrol car. The main problems with the projectile weapons are range and accuracy. They can cause great bodily harm or death if they strike in the wrong place. Though these rounds cause pain, they may not incapacitate right away. Officers have to be ready to move in quickly and take advantage of the opportunity they create.

**Cost:** Projectile weapons launchers cost \$500-\$1000. The rounds range from \$6-\$25 per round depending on the weapon. Officers would be required to receive additional training prior to implementation.

**Recommendation:** I would not recommend adding projectile weapons to the departments less-lethal force options at this time.

### **Implementation / Communication Plan:**

When implementing change that will impact front line officers, it is important to communicate with them throughout the process. It is also a good practice to involve them in the decision making process when selecting new technologies. This will help with buy in and acceptance from the rank and file when implementing change. If a labor union is resistant to change, police administrators must be prepared to negotiate with labor unions.

Once the decision is made, a budget would need to be prepared outlining the total cost of implementation. The budget would be presented to the Board of Selectmen and the Finance Committee to secure funding. It would also be prudent to prepare a media release to educate the public about the benefits of the new technology.

**Action Plan:**

- 1) Proposal to the Board of Selectmen
- 2) Secure funding from Finance Committee
- 3) Work with the police officer's union
- 4) Update policy manual (use of force)
- 5) Training and roll out.

**Conclusion:**

Wayland police officers are currently issued expandable batons and pepper spray. I believe that adding Tasers to the officers' tool belt would provide them with another less-lethal option that could save lives and reduce injuries.