

**PEACE OFFICERS' STANDARDS AND TRAINING**

**PUBLIC MEETING**

May 7, 2015

2:12 p.m.

Peace Officers' Standards And Training  
5587 Wa Pai Shone Ave  
Carson City, Nevada 89701

**MEMBERS PRESENT:**

**Ronald Pierini**, Sheriff - Chairman,  
Douglas County Sheriffs' Office

**Clair Morris**,  
Elko County Sheriffs' Office

**Gary Schofield**, Deputy Chief  
Las Vegas Metropolitan Police Dept.

**Dan Watts**, Sheriff  
White Pine County Sheriff's Office

**James Wright**, Director  
Department of Public Safety

**Troy Tanner**, Police Chief  
Mesquite Police Department

**JAMES (GREG) COX, DIRECTOR**  
Department of Corrections/Southern Administration

**DALE LIEBHERR, CHIEF OF  
INVESTIGATIONS**  
Nevada Attorney General's Office

**RUSSELL PEDERSEN, CHIEF DEPUTY**  
Washoe County Sheriff's Office

**STAFF PRESENT:**

~~**Dale Liebherr**, Chief Investigator  
Office of the Attorney General~~

**Michael Jensen**, Senior Deputy  
Attorney General  
Department of Motor Vehicles and  
Department of Public Safety

**Tim Bunting**, Interim Executive  
Director, POST

~~**Scott Johnston**, Bureau Chief,  
Commission on Peace Officers'  
Standards and Training~~

**Elaine Moore-Cerda**  
Commission Secretary  
Commission on Peace Officers'

Standards and Training

~~—Dan Weaver~~

~~—Nevada Attorney General's Office~~

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1                   RONALD PIERINI: So excuse me. Yeah. Two  
2 - 2:12 p.m. on May 7<sup>th</sup>, 2015 for our Commission of  
3 Peace Officer's Standards and Training Commission  
4 meeting. We are located here in Carson City at the  
5 POST facility. I'd like to say also that the agenda  
6 is pretty well here for the public; and as you go  
7 through this we also have public comment  
8 opportunities. There would be two different kinds  
9 that we're going to do; but during that time when  
10 you make a public comment the most time that you can  
11 have is up to five minutes. Elaine, off to my left,  
12 who is our secretary, will take those minutes, you  
13 know, whether or not - you know, not to go over five  
14 minutes. So what we'd like to do right now is to  
15 start with our scheduled meeting.

16                   GARY SCHOFIELD: Here he comes now.

17                   RONALD PIERINI: He is coming?

18                   GARY SCHOFIELD: Yeah.

19                   ELAINE MOORE-CERDA: Yeah.

20                   RONALD PIERINI: Troy, thank you for  
21 coming and we're going to do a rotary thing where  
22 you have to pay a fine for about ---

23                   TROY TANNER: (Inaudible).

24                   RONALD PIERINI: Thank you for coming.

25 Okay. So that makes a full of all nine

1 Commissioners, which we are very very happy for.

2 I'd like to call for the fact of a - a roll call for  
3 the Commissioners; and we'll start with Mr. Cox.

4 JAMES "GREG" COX: Greg Cox, Department of  
5 Corrections.

6 DALE LIEBHERR: Dale Liebherr, Attorney  
7 General's Office.

8 CLAIR MORRIS: Clair Morris, Elko County  
9 Sheriff's Office.

10 RUSS PEDERSEN: Russ Pedersen, Washoe  
11 County Sheriff's Office.

12 RON PIERINI: Ron Pierini, Douglas County  
13 Sheriff.

14 MICHAEL JENSEN: Mike Jensen with the  
15 Attorney General's Office.

16 GARY SCHOFIELD: Gary Schofield, Las Vegas  
17 Metropolitan Police Department.

18 TROY TANNER: Troy Tanner, Mesquite Police  
19 Department.

20 DAN WATTS: Dan Watts, White Pine County  
21 Sheriff.

22 JIM WRIGHT: Jim Wright, Department of  
23 Public Safety.

24 TIM BUNTING: Tim Bunting, POST.

25 ELAINE MOORE-CERDA: Elaine Moore-Cerda,

1 POST.

2                   RON PIERINI: Thank you.

3                   We'd like to also remind the public to  
4 sign in. If you have not signed in here, please do  
5 so over here to my right in the hallway. We'd  
6 appreciate that. Remind the public at the time, if  
7 you are going to make a comment that you state your  
8 name and the agency that you represent. That is in  
9 compliance to that. And also for the courtesy of  
10 others, please turn off all your telephones or  
11 whatever you may have on you so it doesn't create  
12 any kind of disruption. Reminder to the  
13 Commissioners here that if you state your name  
14 before you make a - a motion or any kind of question  
15 we would appreciate that. The microphones that you  
16 have are very sensitive. So if you happen to be  
17 talking to somebody next to you it could be recorded  
18 as minutes. And then, of course, one of the things  
19 that's real important in dealing with the motions.  
20 If any of the Commissioners make that please clarify  
21 the motion and who made that motion. We're going to  
22 go on to number three as the - the - well, first I  
23 would like to go back and just say that our - we  
24 have posted that this meeting was going to be today.  
25 And Elaine, would you please go through the list of

1 locations where all this was posted in and  
2 throughout the State of Nevada?

3 ELAINE MORRIS-CERDA: Okay. It was posted  
4 at POST Administrative Office, Nevada State Capitol  
5 in Carson City, Blasdel State Building, Carson,  
6 City, Nevada State Library and Archives, Carson  
7 City, Grant Sawyer Building, Las Vegas, Carson City  
8 Sheriff's Office and then the [www.post.state.nv.us](http://www.post.state.nv.us),  
9 and at the notice.gov (notice.nv.gov).

10 RON PIERINI: Thank you, Elaine. Number  
11 three is the Commission - what we have been  
12 appointed two Commissioners, brand new to our  
13 organization here. And the first one we're going to  
14 - to recognize is our Undersheriff in Elko County,  
15 Clair Morris. Thank you very much for wanting to be  
16 part of our Commission, and also how - is how that  
17 process works is that the Nevada Sheriff's and  
18 Chief's Association approved his name as being a  
19 Commissioner. From that point it goes on to the  
20 Governor to make the final decision. Clair, can you  
21 take just a couple of minutes with our - to the  
22 other Commissioners what - what do you - how much -  
23 what - where you work, what you do?

24 CLAIR MORRIS: Okay.

25 RON PIERINI: And how many years in law

1 enforcement.

2           CLAIR MORRIS: It's kind of ironic because  
3 the last time I was in this building they wouldn't  
4 let me come through this door because I was a cadet.  
5 I had to go - I mean I couldn't go through the front  
6 door. I had to come in the back door. So it's kind  
7 of - when it was locked, you know, I thought I was  
8 at the wrong place. Anyway, oh I've spent 30 years  
9 in law enforcement. I started in '76. I spent 14  
10 years with Elko Police Department. Went over to the  
11 Sheriff's Office; spent eight years as the  
12 Undersheriff under Sheriff Neil Harris. I was asked  
13 to come back to the city as the Chief of Police. I  
14 spent my last eight years as the Chief of Police for  
15 the City of Elko. Got my thirty years in; I thought  
16 I'd get out of here and retire. I went to work with  
17 Newmont Mining Corporation as a region security  
18 manager; spent way too much time in Mexico and  
19 Northern Canada. So I decided I didn't want to do  
20 that anymore. There was an opportunity to get back  
21 into law enforcement; so I got with Sheriff Pitts  
22 now and he hired me back. Unfortunately, I had been  
23 out of the system for over five years and you  
24 gentlemen made me go back for - for sixteen weeks,  
25 living in the dorm with a bunch of 21 to 25 year



1 olds, which was quite an experience. However, we  
2 got through it and I graduated two years ago in  
3 June. It was quite an experience. I did learn a  
4 lot from those kids. Believe it or not they're -  
5 you've got some good kids coming up; and - that's  
6 pretty much sums it up. I've been married 41 years  
7 to the same woman. I know that's hard to believe.  
8 I don't know why anybody would put up with me for 41  
9 years but she did, and a couple of grandkids. I  
10 want to spend a little time with them. That's one  
11 of the reasons I got back into the law enforcement.  
12 I could be home a little bit more. And I'm really  
13 enjoying what I'm doing now. And I'm looking  
14 forward to being on this Commission. Thank you.

15           RON PIERINI: Thank you, Clair. I  
16 appreciate that. I have to make a - a little bit of  
17 a comment about your academy activities that you had  
18 here. It made such a difference to those people  
19 that were working with him in that academy process.  
20 With your background and your knowledge you helped a  
21 lot of those cadets. And I'm telling you, I heard  
22 nothing but positive feedback. And I appreciate  
23 your hard work on that.

24           CLAIR MORRIS: Thank you.

25           RON PIERINI: And again, thank you for

1 being a - a Commissioner.

2 CLAIR MORRIS: Thank you, sir.

3 RON PIERINI: And then the other one -  
4 appointment that we have is Chief Deputy Russell  
5 Pedersen from Washoe County Sheriff's Office. Thank  
6 you very much for doing the same. Russ, could you  
7 give a little resume.

8 RUSSELL PEDERSEN: Sure. It's - it's not  
9 as a - as colorful as the one to my right. I've  
10 been with Washoe County Sheriff's Office 18 years.  
11 Many of you I've actually worked with throughout the  
12 years. With POST I was the Academy Commander for  
13 the Northern Nevada Law Enforcement Academy. So  
14 it's been a pleasure. You know, worked throughout  
15 the Sheriff's Office in many many different  
16 assignments; and met many of you throughout that.  
17 So just not - just - really it's an honor just to -  
18 to be part of this - this Commission. So I thank  
19 you for having me.

20 RON PIERINI: Thank you very much.  
21 Appreciate it. I'm going to go on to number four;  
22 and that's just under Discussion, Public Comment and  
23 for Possible Action. Approval of the Minutes -  
24 Minutes of the October 6, 2014 regularly scheduled  
25 POST Commission Meeting. I'm sure that everybody's

1 had the time to look at that; and do I see any kind  
2 of corrections or something that's - needs to be  
3 fixed on those - on that report from any of the  
4 Commissioners? Okay. Seeing none then I'm going to  
5 ask for a motion.

6 DALE LIEBHERR: Dale Liebherr, I'll make a  
7 motion to accept.

8 RONALD PIERINI: Okay. Thank you, Dale.  
9 I appreciate it. Do I have a second?

10 DAN WATTS: Dan Watts. Second.

11 RONALD PIERINI: Thank you, Dan. Any  
12 other discussion? All in favor?

13 COMMISSIONERS: Aye.

14 RONALD PIERINI: Anybody opposed? So  
15 approved. Number five, Discussion, Public Comment  
16 and for Possible Action. The Commission is  
17 considering a request from the Washoe County  
18 Sheriff's Office for an Executive Certificate for  
19 the former Assistant Sheriff, Darin Baalam. And Tim  
20 Bunting, please.

21 TIM BUNTING: Tim Bunting for the record.  
22 Staff has reviewed the application and at the time  
23 Assistant Sheriff Darin Baalam met the requirements  
24 for Executive and staff recommends approval.

25 RONALD PIERINI: Okay. Thank you. Does

1 any of the Commissioners have any questions? Okay.  
2 And to the public, does anybody have any questions  
3 on that? Seeing none, looking for a motion.

4 TROY TANNER: Troy Tanner, make a motion.

5 GARY SCHOFIELD: Gary Schofield, second.

6 RONALD PIERINI: All right. Thank you.

7 Any other discussion?

8 RUSSELL PEDERSEN: Chairman, I'm going to  
9 abstain, just because I have worked with Darrin many  
10 many years, although he's not with the Sheriff's  
11 Office anymore. It would be appropriate for me to  
12 abstain from that.

13 RONALD PIERINI: Thank you, sir. All in  
14 favor?

15 COMMISSIONERS: Aye.

16 RONALD PIERINI: Anybody opposed? So  
17 carried. This is number six, Discussion, Public  
18 Comment and for Possible Action. The Commission to  
19 consider request from Henderson Police Department  
20 for an executive certificate for Captain Michael  
21 Johnston. Tim?

22 TIM BUNTING: Again, Tim Bunting for the  
23 record. Staff has reviewed Captain Johnston's  
24 request. He meets all the requirements. Staff  
25 recommends approval.

1                   RONALD PIERINI: Thank you, Tim. Asking  
2 if any of the Commissioners have any questions? And  
3 now I'm reaching out to the public. Anybody like to  
4 make a comment on that particular topic? Seeing  
5 none, looking for a motion.

6                   DAN WATTS: Dan Watts, I move.

7                   RONALD PIERINI: Thank you, Dan. Second?

8                   TROY TANNER: Troy Tanner, second.

9                   RONALD PIERINI: That's Chief Tanner. All  
10 in favor?

11                  COMMISSIONERS: Aye.

12                  RONALD PIERINI: Anybody opposed? So  
13 carried. Thank you. On to number seven,  
14 Discussion, Public Comment and for possible action.  
15 The Commission is to consider a request, Esmeralda  
16 County Sheriff's Office, for a six-month extension  
17 of time for their employee, Travis Smalley, pursuant  
18 - pursuant to NRS 289.550, to complete the  
19 certification process for a police officer that has  
20 not completed the process within one year time  
21 period. And Tim, do you have that?

22                  TIM BUNTING: Yes, sir. Again, Tim  
23 Bunting for the record. Sheriff Ken Elgan from  
24 Esmeralda County wrote us to inform us that his  
25 Deputy Smalley failed the run on the physical

1 fitness test. He states that he's very hard working  
2 and would like to give him a chance. Esmeralda  
3 County Sheriff's Office is - has a small pool to  
4 choose from; and they would really want this to be  
5 approved.

6 RONALD PIERINI: Okay. Thank you, Tim.  
7 That's - this is for a category three?

8 TIM BUNTING: Category three.

9 RONALD PIERINI: And I also had talked to  
10 the Sheriff this morning. And he wasn't able to  
11 come this afternoon. And he apologizes for that,  
12 because normally we like to have the representative  
13 here in front of everyone. And so he says that I -  
14 the same thing you did, that - that they're short on  
15 staff, that they believe that they're going to be  
16 able to accomplish that task within the next six  
17 months. So I'm reaching out to any Commissioners.  
18 Any - anybody else have any questions? All right.  
19 To the public, does anybody have any comments? All  
20 right. Looking for a motion.

21 RUSSELL PEDERSEN: Russell Pedersen. I'll  
22 move to approve the request.

23 RONALD PIERINI: Thank you, Russell. Do I  
24 have a second?

25 CLAIR MORRIS: Clair Morris, second.

1                   RONALD PIERINI: Thank you, Clair. Any  
2 other discussion? All in favor?

3                   COMMISSIONERS: Aye.

4                   RONALD PIERINI: Anybody opposed? So  
5 carried. Thank you. Okay. Now we're going to go  
6 into the next one, which is - we've worked on for a  
7 long time. And I want to say a couple of things  
8 really before we start. And this is Discussion and  
9 Public Comment in reference to the Executive  
10 Director position. And now we're on a period of  
11 time, which I know that Mr. Jensen's going to talk  
12 about that; but I want to give him a lot of kudos  
13 for working very very hard in putting this together.  
14 And also the State HR Department, thank you very  
15 much for your work.

16                   We started this process somewhere in the  
17 neighborhood of November, maybe before. I don't  
18 know. It has been a long time. And we went through  
19 a process that - that I think without the help of  
20 both HR and - and Mr. Jensen, I'll tell you, would  
21 have been very very difficult. So I really want to  
22 say thank you to both of you for the hard work  
23 you've put into this. And it's finally here. And  
24 that's a good thing; so I'd like to go ahead and  
25 read number eight. And this is a Discussion, Public

1 Comment and for Public Action. Pursuant to NRS  
2 289.520, the Commission will conduct interviews,  
3 which may include a short presentation by each  
4 candidate and questions from members of the  
5 Commission of the following candidates for the  
6 position of POST Executive Director. This is in  
7 alphabetical order. There's Tom Finn, Don Scott  
8 Johnston, Michael Sherlock, Albert Torres and Gary  
9 Turner. Following the interviews of the - of the  
10 candidates, the Commission will deliberate, receive  
11 public comment and possibly take action to appoint a  
12 person to the position of POST Executive Director.  
13 Again, reemphasizing from the public, during the  
14 public comment the Chairman will limit each speaker  
15 for five minutes. Comments will be not restricted  
16 based on viewpoint. So I'd like to turn it over to  
17 Mr. Jensen to give us a little bit, especially for  
18 the Commissioners. I want you to follow exactly  
19 what the guidelines are and what we should be doing.  
20 Okay? Mr. Jensen.

21           MICHAEL JENSEN: Thanks, Mr. Chairman.  
22 Mike Jensen for the record. I'm just going to try  
23 to tackle this in a couple of pieces. The first is  
24 to give those who are new to the Commission, maybe  
25 some of you who don't remember what happened back in



1 October in our last meeting, a little bit of  
2 background on the process. And then after that talk  
3 a little bit about the - the interview procedures  
4 today that - that the Chairman has - has come up  
5 with in conjunction with us - our office and HR.  
6 Back in October, on October 6, 2014, the Commission  
7 had a meeting. And as part of that there was an  
8 agenda item that deal - dealt with establishing the  
9 recruitment, vetting and selection process for the  
10 appointment of - of an Executive Director. If you  
11 recall, in that meeting the Commission approved the  
12 unclassified job announcement that was going to be  
13 used for the recruitment for that position,  
14 including the minimum qualifications. The  
15 Commission decided to have that recruitment go  
16 nationwide. And there was some discussion about the  
17 different sources that could be used to - to  
18 accomplish that. It was agreed and voted upon to  
19 have the recruitment open on the tenth of that month  
20 and run for 45 days. The Commission authorized the  
21 Chairman to work with the State of Nevada, Division  
22 of Human Resources Management, to select subject  
23 matter experts who would work in conjunction with  
24 Human Resources to vet the applications received  
25 from applicants for that position. And from that

1 the Commission, in their meeting, in the last  
2 meeting, stated they would ask them to return with  
3 five individuals or applicants to be invited to  
4 interview in the Commission's next meeting. Since  
5 that time that - those subject-matter experts were  
6 selected; and with Human Resources they reviewed the  
7 applications that came in. There were five  
8 candidates who came out of that process with two  
9 alternates. In the process those two alternates  
10 were from out of state. They have withdrawn from  
11 the process. Also, the Department of Public Safety  
12 conducted background investigations on each of the  
13 five candidates. Each of those candidates in that  
14 process signed an acknowledgement and release to  
15 allow their - their background reports and  
16 information to be made public, as this is a public  
17 process that we're going through. The Chairman then  
18 solicited some proposed questions from  
19 Commissioners. And based on what he received and  
20 what was received from Human Resources, we came up  
21 with nine questions to be used in the interviews  
22 today.

23           So in terms of procedure, just for  
24 background on the statutory process that - that the  
25 Commission is going through today on you - in front

1 of you you'll see there's a copy of a stat - a  
2 couple of statutes. One of those is 289.520, which  
3 provides that the Commission, by majority votes -  
4 vote of its members, is to appoint the Executive  
5 Director to the Commission and then states the  
6 Executive Director is supposed to be selected with  
7 special reference to the person's training,  
8 experience, capacity and interest in the field of  
9 administering laws and regulations related to the  
10 training of Peace Officers. The second statute that  
11 I've provided for you, just for your information, is  
12 289.530, which sets out the duties of the Executive  
13 Director, which I thought might be helpful to have  
14 when you're - you're listening to these candidates  
15 today. So in terms of the procedure that is - is  
16 going to be followed for the interviews today, we're  
17 going to ask the applicants to wait in a separate  
18 room while each of them is being interviewed, one at  
19 a time. They'll be brought into the room for the  
20 interview. In front of you you'll have - you'll see  
21 that you have five copies of the set of questions.  
22 And next to those questions there's area there for  
23 some comments if you want to - to write down  
24 comments about the answers to those different  
25 questions. I would have you keep in mind that at

1 the end of this process we're going to ask you to  
2 turn those in. So just have that in mind when  
3 you're making your comments or writing your comments  
4 on there. We'd also ask that you write each  
5 applicant's name and - and your name at the top of  
6 the sheet so when we gather all those together we  
7 can keep track of those. During the interview  
8 process when those questions are going to be asked,  
9 essentially the procedure that will be followed  
10 today is Elaine is going to be asking each question.  
11 The candidates will be asked the same questions.  
12 The Commission, however, can ask follow-up questions  
13 to those questions. I ask that you kind of restrict  
14 your follow-up to the - to the questions that are  
15 being asked. And that's then just to make sure we  
16 have a fair process for all of the applicants today.  
17 Each of the applicants is - is going to be provided  
18 ten minutes before they are interviewed to give them  
19 an opportunity to see the - the ten question - the  
20 nine questions and then start to formulate their  
21 answers to those questions prior to their interview.  
22 Just some reminders, and I - please, this isn't  
23 meant to be degrading to ask - to do this. I know  
24 you are all administrators of agencies and you know  
25 the kinds of questions we don't ask during - during

1 interviews; but I'll just - I'll - I'll go through  
2 these. Of course, you can't ask questions related,  
3 or shouldn't, related to religion, national origin,  
4 race, marital status, parental status, age,  
5 disability, gender, political affiliation, criminal  
6 records or history, criminal records, I mean, or  
7 financial or credit history. And the - the  
8 questions and the selection shouldn't be based on  
9 any individual candidate having exercised the  
10 constitutional right, such as filing of employee  
11 grievances or union activities or those free-speech  
12 kind of activities. Your selection or non-selection  
13 shouldn't be based on - on those things or accessing  
14 the judicial system through filing lawsuits and that  
15 sort of thing. Following the interviews with all  
16 the candidates the Chairman will then let you know  
17 how the procedure will work at that point.

18           RON PIERINI: Thank you, Mr. Jensen. Does  
19 the Commissioners have any questions? Okay. Thank  
20 you. At this point if we could have the five  
21 candidates stand all of - with - all except for the  
22 first one. And that's going to be Mr. Finn. You're  
23 going to be going with one of the representatives  
24 from HR that will give you exactly ten minutes to  
25 look at that. The rest of you can go to another

1 location with the other HR employer - employee. I  
2 hate to tell everybody in the audience, and also the  
3 Commissioner this, that we're going to have ten-  
4 minute break. And please, if we do a ten-minute  
5 break, be back in ten minutes, because what we're  
6 doing is we're timing that time period for them to  
7 digest and to read those questions. So we would  
8 like you to stay right in this put-together area.  
9 Okay? So for the next ten minutes we take a break.

10 (BRIEF RECESS)

11 RONALD PIERINI: Okay. We're going to  
12 start with Mr. Finn if he'd come in, please? And  
13 exactly on ten minutes. Thank you, sir. What we're  
14 going to do again is that Tom, we're going to have  
15 Elaine over here who's going to give all of those  
16 nine questions.

17 THOMAS FINN: Okay.

18 RONALD PIERINI: Not at one time,  
19 obviously, we're going to do it one at a time. So  
20 please, if you don't - if you want the - the  
21 question again, if you need to have that again or  
22 you need it cleared a little bit for you, please -  
23 please do so.

24 THOMAS FINN: Okay.

25 RONALD PIERINI: So Elaine.

1                   ELAINE MOORE-CERDA: Okay. Question one:  
2 Please describe the aspects of your background,  
3 education and career experience that you feel will  
4 make you an effective POST Executive Director.

5                   THOMAS FINN: Well to start off with I  
6 grew up on the East Coast in New York, one of a  
7 family of ten. So I learned at an early age how to  
8 herd cats; and I - I'm well aware of how to manage  
9 diversity and dysfunction and - and difficulty. Not  
10 to say that I - we're faced with any of that here in  
11 - at the POST Commission, but certainly I have a  
12 background that exposed me to a lot of different  
13 aspects of - of what life will throw you. I grew up  
14 in primarily New York. Where - where I was born I -  
15 I lived in New Jersey from the time I was fifteen.  
16 Graduated high school there; made a very failed  
17 attempt at college for a few months and decided to  
18 go into the construction trade. I was a carpenter  
19 for a few years. Decided after a few New Jersey  
20 winters it was not for me; and went into the  
21 military, joined the Navy. I joined the Navy to see  
22 the world. Went to boot camp in Great Lakes,  
23 Illinois. Graduated and was assigned to Virginia.  
24 So so much for seeing the world; but I was assigned  
25 to the B.F. 101, an F-4 Phantom Training Squad here

1 on the East Coast. I trained the pilots out of  
2 Pensacola how to fly the F-4. I served on the  
3 flight deck of four different aircraft carriers on  
4 the East Coast during my - my term in the Navy. And  
5 during that time I also earned credits under the  
6 G.I. Bill and decided at that point when I got out -  
7 when I finished my active-duty commitment in 1977, I  
8 enlisted at - I applied to a local community  
9 college, took courses and worked part-time. And in  
10 1979 I decided to move back to New Jersey to attempt  
11 to get on the State Police. I applied at a few  
12 other agencies, one being the East Brunswick  
13 Township Police Department in New Jersey, a  
14 department of about a hundred, just about a hundred  
15 officers, city of about 50,000 residents. I was  
16 hired in September of 1980. I went to the Police  
17 Academy and graduated first in my class; and started  
18 my career in law enforcement in November of 1980  
19 after my graduation. I worked my way up through the  
20 ranks, five years in patrol. After five years I was  
21 promoted to sergeant. Stayed in patrol another five  
22 years as a supervisor. I was promoted to a  
23 lieutenant in 1990. I stayed in patrol for another  
24 five years as a watch commander; and then at that  
25 point was offered the opportunity to go to the Admin



1 Division. We were implementing a new computer  
2 system for a CAD/RMS program. And I was put in  
3 charge of that, in addition to budgeting and  
4 personnel matters and so forth. I worked my way up  
5 to the rank of Captain in 1985. In 1986 I went to  
6 the FBI Academy and graduated 185<sup>th</sup> Session. In 1998  
7 I was promoted to the rank of Deputy Chief and also  
8 appointed to the position of Director of Public  
9 Safety. It's a two-part position and we had no  
10 Chief of Police. So in essence I ran the department  
11 but was also responsible for two - three fire  
12 companies and a rescue squad. Retired from that  
13 position in 2005, and during that time, and as a -  
14 as a Police Officer in New Jersey, I was - attended  
15 night school. I spent eleven years in night school,  
16 first two years in Virginia Beach, transferred to  
17 Rutgers University in New Jersey in 1979. In 1983,  
18 I graduated with a Bachelor of Science degree while  
19 working as a cop raising a family. And in 1996 I  
20 went back to school and entered the Executive MPA  
21 Program in - I'm sorry, in '90 - 2002. Two thousand  
22 - no, I've got my - my dates incorrect. Ninety-one  
23 I went back to school; '93 I graduated with a  
24 master's degree in public administration from  
25 Rutgers.

1           During my time in New Jersey, as a police  
2 officer I was appointed also to the Public  
3 Employment Relations Commission known as PERK. What  
4 they did was they were the equivalent of Nevada's  
5 EMRB. We mediated disputes in the public sector  
6 between employers and employees. So I served in  
7 that position after being appointed by the Governor  
8 for four years. Also, as a Director of Public  
9 Safety in New Jersey, excuse me, from 2002 to 2006 I  
10 was asked by Rutgers' University to teach as a part-  
11 time Adjunct Professor. I did so for four years and  
12 second only to law enforcement, is my passion for  
13 teaching. I - I loved every minute of it. The only  
14 reason I had to leave it was to take the Chief of  
15 Police job in Boulder City in 2006. And during my  
16 time in Boulder City I served on the Sheriffs' and  
17 Chiefs'. I joined the Sheriffs' and Chiefs'  
18 Association shortly after arriving. I was asked to  
19 get on the Executive Board in 1996, worked my way up  
20 through the ranks to President of Sheriffs' and  
21 Chiefs' for two years. And also I've served on this  
22 Commission as a POST Commissioner for five years.  
23 So I think I'm - I've seen pretty much all aspects  
24 of law enforcement, not only on the east coast in  
25 New Jersey, but certainly on the west coast in law

1 enforcement, Sheriffs' and Chiefs' Association, and  
2 POST Commissioner. I'm sorry for the long-winded  
3 answer; but I tried to compress, you know, about  
4 thirty years of work into a two-minute presentation.

5 RONALD PIERINI: Thank you, Tom. Is there  
6 any questions from the Commissioners on this  
7 particular question? A comment? Seeing none then  
8 we'll go to number two.

9 ELAINE MOORE-CERDA: Okay. Question  
10 number two: What would you consider the three most  
11 significant accomplishments in your career?

12 THOMAS FINN: I think number one was be -  
13 being named as Director of Public Safety of the east  
14 coast of New Jersey. I was - it was stiff  
15 competition for that position. There were ninety,  
16 at the time, 93 Officers, seven Captains. I'm  
17 sorry, four Captains and three Lieutenants applied  
18 to be considered for the position. I was one of the  
19 four Captains. And I was selected ultimately by the  
20 Mayor and the - the City Township Administrator in  
21 1998. Second, my second biggest accomplishment, the  
22 one I'm probably most proud of in my career is the  
23 creation of a DUI Enforcement Program at my former  
24 agency. I was a victim of a serious DUI-related  
25 crash. I was hit by a drunk driver when I was on a

1 motorcycle in 1974 at the age of 20. I was almost  
2 killed. I still bear many of the scars and the  
3 physical pain of that - of that incident; but I just  
4 considered myself fortunate to have experienced that  
5 because I took that negative and turned it into a  
6 positive. As a patrolman in 1980, my first priority  
7 was getting drunks off the road and preventing  
8 others from going through what me and my family went  
9 through. When I was named Director in 1998, I had  
10 the ability to use our budget to create new  
11 programs; and one of them was the DUI Enforcement  
12 Program. I used - I applied for state funds, state  
13 grants and within two years we were - of the 550  
14 Police Departments in the State of New Jersey, we  
15 led the state in DUI arrests, even though we were  
16 only a medium-sized department. And that was one of  
17 my biggest accomplishments. One that I am most  
18 proud of, because I am absolutely convinced there's  
19 a least one, probably more people walking this earth  
20 right now as a result of that program who otherwise  
21 would not have been. And secondly, or thirdly,  
22 being recruited as a Chief of Police in Boulder  
23 City. I was one of 87 applicants for a nationwide  
24 search. Five finalists and after our interviews was  
25 asked to move out to Nevada, which I had never been

1 to until I came out for my interviews. I have since  
2 left the desert in southern Nevada and a year and a  
3 half ago my wife and I moved up here to the Dayton  
4 area, primarily to get away from the - the heat and  
5 the - well now the asbestos that they found in  
6 Boulder City. It's probably a good thing that we  
7 moved when we did.

8 RONALD PIERINI: Thank you, Tom.

9 THOMAS FINN: Your welcome.

10 RONALD PIERINI: Commissioners, any  
11 comments or questions? Number three, Elaine?

12 ELAINE MOORE-CERDA: Okay. Question  
13 three: How will you deal with difficult employees,  
14 especially in the area of deficient performance or  
15 productivity-related issues? In your answer please  
16 touch on accountability, experience investigating  
17 employee misconduct, counseling difficult employees  
18 and administering employee discipline.

19 THOMAS FINN: I cut my teeth on - on  
20 managing and dealing with difficult employees in New  
21 Jersey. Beginning in 1985 when I was promoted to  
22 the rank of sergeant, I was put in charge of a  
23 patrol squad. And shortly before that the state  
24 legislature passed a - a law which said that law  
25 enforcement executives cannot establish or create

1 numbers for their officers as far as traffic  
2 enforcement goes. You cannot say I want ten  
3 tickets; I want 100 tickets this month. They said  
4 that those were absolutely illegal. And the members  
5 of the union were quick to point that out anytime  
6 they felt that they were being pressured to increase  
7 their productivity. So it was a - it was managing  
8 in a very tight environment; but the best way to do  
9 that is by leadership. It's - I was a - even as I -  
10 up until my last few months in Boulder City, I was a  
11 cop in uniform. I took to the street when things  
12 happened. I backed up officers. I spent at least  
13 an hour or two on patrol every day. I lead by  
14 example. I love being a cop. I went to work every  
15 day for 32 years saying to myself, I can't believe  
16 they pay me to do this job. I loved and had a  
17 passion for law enforcement unlike anything I've  
18 ever experienced in my life, except of course, my  
19 wife, who's sitting in the back of the room. Most  
20 importantly, though, you train your personnel. You  
21 make sure if there are deficiencies in performance,  
22 you make sure they're aware of what your  
23 expectations are. That's - that's - that's priority  
24 as far as your personnel are concerned. Let them  
25 know what you expect from them. If they fall short,

1 find out if it's a training issue. Maybe there's a  
2 personnel issue that's affecting them. Maybe they  
3 have - or are, for whatever reason, just - you have  
4 to find out as a manager what is the reason for the  
5 - for the poor performance, the performance that  
6 doesn't meet your expectations. Then you start off  
7 with training, you start off with counseling, you  
8 set the example and start off with some mentoring,  
9 coaching, kind of push them gently into the right  
10 direction you want them to go. If they dig in their  
11 heels and they don't want to do it and they just  
12 flat out refuse, then you have to start bringing in  
13 a disciplinary process. You start with the lowest  
14 level being counseling, verbal reprimands, written  
15 reprimands, right up to and - and termination, which  
16 fortunately in - in 30 years of supervising law  
17 enforcement officers I've never had to do that for a  
18 performance-related issue. I have experience with  
19 Internal Affairs investigations from - as a  
20 supervisor I investigated patrolmen as I worked up  
21 through the ranks. Even as a Director of Public  
22 Safety in New Jersey, there was a highly  
23 confidential matter involving a - a county  
24 prosecutor, the equivalent of a - a DA in the State  
25 of Nevada, that I was tasked with investigating, and

1 coming up with an appropriate outcome and a  
2 recommendation. I'll give you one example of my  
3 counseling and how it worked for me with an officer.  
4 In 1985 I was a brand new Sergeant. I had an  
5 officer who had a lousy attitude. He complained and  
6 whined about everything he had to do. And I tried  
7 counseling him. I tried all the things that I've  
8 just spoken about to get him to where he needed to  
9 be. And I finally said Bob, I'm not going to give  
10 his last name, but I said Bob, your evaluation is  
11 due. I'm in the process now of writing evaluations  
12 for the seven officers in my watch. And you're not  
13 going to get a good one unless you start turning  
14 around. This was about 30 days before it was due.  
15 He didn't do it. So I called him on the radio one  
16 day, said meet me at the county fairgrounds. We met  
17 out there. I pulled up alongside of him. I said  
18 here's your evaluation. Read it. He read it. He  
19 looked at me and I said I - do you have any  
20 questions? He said, no Sarge, I don't. I said then  
21 sign it and give it back to me. He gave it back to  
22 me, rolled up the window and drove away. He retired  
23 as a Captain with a law degree 22 years later. And  
24 he still to this day, I keep in touch with him,  
25 reminds me that was "the turning point in my career.



1 You hit a raw nerve when you basically told me that  
2 I wasn't worthy of - of this department and staying  
3 on." And to me that's - I carry that around as a  
4 badge of honor.

5 RONALD PIERINI: Thank you, Tom.

6 THOMAS FINN: You're welcome.

7 RONALD PIERINI: Commissioners, any  
8 comments or questions? Okay. We'll go to number  
9 four.

10 ELAINE MOORE-CERDA: Okay. Question four:  
11 What strategies do you use when you have a great  
12 deal of work to accomplish and not much time to do  
13 it?

14 THOMAS FINN: I pretty much described the  
15 job of a Chief or a Public Safety Director. It's -  
16 there's never enough time in a day to do everything  
17 you have to do; but what's most important is to  
18 prioritize. And prioritization isn't necessarily a  
19 reflection of what I consider important. It's what  
20 my boss and, in this case, obviously there's a -  
21 there's an objective there for POST; but  
22 Commissioners' expectations of - of what the  
23 priorities are. So once you prioritize, you  
24 establish the time constraints, you determine what's  
25 going to take the most time and I've got two things

1 similar in priority that are - one's going to take a  
2 lot longer than the other, you get the - the one  
3 that's going to take less time to occur. It's all -  
4 it's all a question of time management. And where  
5 when I don't have enough time to get my work done I  
6 turn into a bit of a workaholic. If that means  
7 staying late, coming in early, taking work home with  
8 me, which I did on a pretty regular basis in my job  
9 as a Director in New Jersey and as a Chief in  
10 Boulder City, there's times when the job requires  
11 it. When you have budgets due, when you have a  
12 personnel matter that has to be dealt with or a  
13 political matter with your City Council, or - or  
14 Mayor even, if you're a city manager, you need to  
15 make the time to do it and handle it. And if that  
16 means putting other things aside that you consider  
17 more important than you do it because you're not - I  
18 - I never have been my own boss. I've always had  
19 bosses that I had to report to; and they're the ones  
20 that set my priorities.

21 RONALD PIERINI: Thank you, Tom.

22 THOMAS FINN: You're welcome.

23 RONALD PIERINI: Any comments or  
24 questions? All right. Good. We'll go to number  
25 five.

1                   ELAINE MOORE-CERDA: Okay. Question five:  
2 Discuss your experience in developing and/or  
3 managing a budget.

4                   THOMAS FINN: Well that experience began  
5 in 19 - actually in 1985 when I was promoted to the  
6 rank of Sergeant. I was put in charge of a brand  
7 new program, state-funded program through grants for  
8 DUI enforcement. I had to put together a budget  
9 based on the amount of money that we had coming in  
10 from the state every year. So that was a very  
11 rudimentary introduction to budgeting in the public  
12 sector. In 1991 when I was a Lieutenant reassigned  
13 to the Administrative Division in New Jersey I was  
14 in charge of a twelve million-dollar budget,  
15 creating and developing a twelve million-dollar  
16 budget for the Police Department for the 93 officers  
17 and the 25 or so civilian employees. And that meant  
18 meeting with my Captain, who was the Admin  
19 Commander, finding out what the priorities were from  
20 the Mayor and the City Council and putting together  
21 a budget using - and it wasn't zero-based budgeting,  
22 which I hated. It was using previous years' budgets  
23 and determining what you need to - to get through  
24 the following year based on priorities and factoring  
25 in inflation and so forth. So I had quite a bit of

1 experience in New Jersey from 1991 through 1996,  
2 when I was promoted to Captain and put in charge of  
3 the Traffic Division. I was responsible for the  
4 budget for the traffic offices, the motors - the  
5 Motors Unit, the cars, the officers, the school  
6 crossing guards, everything. And then in 1998 when  
7 I became director, I got the whole ball of wax.  
8 Then I not only had to assist in the development of  
9 the budget, I had to actually present it to the City  
10 Council, the Township Council and ask for their  
11 approval on it. And then once it was approved, I  
12 considered that carved in stone. I was - I'll be  
13 damned if I would ever go back to my Township  
14 Council or City Council and say I'm sorry. I  
15 couldn't live within my budget. I need more money.  
16 I never did that in all the years that I was a  
17 Director and a Chief.

18 RONALD PIERINI: Okay. Thank you.  
19 Commissioners, questions? Thank you. Go to number  
20 six.

21 ELAINE MOORE-CERDA: Okay. Question six:  
22 Is there any information in the background  
23 investigation report, or any other document  
24 submitted to the Commission related to your  
25 application on which you would like to comment? If

1 so, please do so at this time.

2           THOMAS FINN: There's not. I am extremely  
3 proud of my accomplishments and my career. I make  
4 no apologies to anyone for any reason, for anything  
5 that I did in my career or happened to me in my  
6 career. I have been absolutely blessed as a law  
7 enforcement officer, beginning from 1980 until 2005.  
8 I'm sorry, until 2013 when my career ended. I've  
9 loved what I did, right to the last day served. And  
10 there's nothing that I left off my background. As a  
11 matter of fact, I reached out to my investigator  
12 twice to give her updates on a couple of things that  
13 were in my background that were still pending. And  
14 - so I kept her informed of what was happening. And  
15 there's - there's nothing in there whatsoever that  
16 I'm ashamed of that I want to offer any additional  
17 explanation; but certainly, having said that, if  
18 there are any questions about any aspects of that,  
19 I'm certainly - I will answer you honestly and  
20 completely. So ---

21           RONALD PIERINI: Thank you.

22           THOMAS FINN: You're welcome.

23           RONALD PIERINI: Do I have any questions  
24 from the Commission? Comment? Okay. We'll go on  
25 to number seven.

1                   ELAINE MOORE-CERDA: Question seven. What  
2 are your plans for POST over the next five years?

3                   THOMAS FINN: Well, you know, I've read  
4 that question in the - in the outer room and I  
5 thought I'm not so arrogant to think I know what's  
6 best for this organization, for this agency. All of  
7 you give direction to the Executive Director of POST  
8 as to what your expectations are, what you feel the  
9 shortcomings have been, if there have been any,  
10 where you want to be short-term, whether it's six  
11 month, a year or two years, long term, five years  
12 and beyond. I take direction from those I - that I  
13 report to and I work for. Certainly there were -  
14 there were some things that I would be looking into  
15 as a - as a new director. First of all, wanting to  
16 meet with each employee; and I think there's only 12  
17 or 13 that work here. Meet with each of them.  
18 Either get a resume or an expect - explanation of  
19 what they're background is, what their experience  
20 is, what their hopes and desires and dreams are for  
21 the rest of their time with the POST, with POST.  
22 And find out from them whether or not they have  
23 received the training and the support and the  
24 encouragement that they need to do their jobs, and  
25 the equipment. And if they haven't it's my job, it

1 would be my job as the Executive Director to get  
2 that, whatever it is that they need to get  
3 accomplished a goal of the organization, which  
4 ultimately would fall on me. If there's failures in  
5 the staff, they're my failures; and I accept them  
6 and embrace them and do anything in my - my power to  
7 correct those. That's - I know I've taken a lot of  
8 time and I apologize for that.

9                 RONALD PIERINI: That's okay.  
10 Commissioners?

11                 GARY SCHOFIELD: I have a question Mr.  
12 Chairman. Chief, based on your experience, what do  
13 you think are the major issues facing law  
14 enforcement training nationwide? And where do you  
15 think, not based on our experience but on your  
16 experience, that Nevada POST should be going?

17                 THOMAS FINN: Well one simply has to be  
18 watching the news in the last few months to  
19 understand what - what the problems are and what we  
20 need to fix. Having said that it's not - I'm not  
21 indict - indicting law enforcement or casting  
22 aspersions on law enforcement officers. Ninety-nine  
23 point nine percent of the ones I work with and  
24 served under and - and who worked for me did an  
25 outstanding job; and a couple of them - their names

1 on the wall in Washington D.C. And for that reason  
2 I feel that we have an obligation to our law  
3 enforcement officers to get them the best possible  
4 training and encouragement that they need to do  
5 their jobs well. Now having said that, we can still  
6 do better. We can always do better. There are some  
7 officers, as we have seen, who - who's - maybe their  
8 training was lax, maybe they never should have been  
9 law enforcement officers in the first place, but a  
10 very small minority of those people need to be dealt  
11 with, because when one percent or less of law  
12 enforcement officers does something wrong and winds  
13 up on FOX News or there's riots because of what they  
14 did, it's a reflection on all of us. We all suffer  
15 from that. So we need to - to make sure that first  
16 of all we're selecting the right people that we are  
17 training the right people, giving them the equipment  
18 and the support that they need to do their jobs  
19 well; but we also have to think outside the box. We  
20 have to start looking at the inner relationship  
21 between those we serve and those who are doing the  
22 serving. I think we have gone - we have shifted  
23 very far towards the militarizing of law  
24 enforcement; and I think we need to kind of move  
25 that pendulum back a little bit. Protect and serve



1 is our priority, not be an occupying army. And I  
2 think that in - in some cases, not all cases  
3 obviously, the small minority, that has happened;  
4 but when it does it becomes front-page news and it  
5 becomes the banner story on - on FOX News or CNN and  
6 all the other news channels. So I think we - we  
7 have a long way to go to get to where we - we need  
8 to be. We're never actually going to get there.  
9 I'm telling you once we get to where we think we're  
10 professional something else will come up and we'll  
11 have to - we're - we're a ship with a very - it  
12 takes a long time to turn. You know, it - I was on  
13 carriers and it took a year to - it took a mile to  
14 turn one of those things around. It just - it - it  
15 literally does; and it's just - that's how society  
16 is when it comes to making some major shifts in not  
17 just law enforcement but any aspect of our society.  
18 Did I answer your question, I hope? Did you want me  
19 to touch on body mic - body cameras? I support them  
20 a hundred percent. I would love to have the public  
21 looking over my shoulder when I was a cop in New  
22 Jersey and in the State of Nevada. I was proud of  
23 what I did. I was proud of what - how we served  
24 people. And I set the example for my cops on how to  
25 deal with people. More times than not, when I

1 handed somebody a citation they said thank you. To  
2 me that's - that's the - that's the ultimate pat on  
3 the back from somebody who's not real happy that you  
4 showed up in their rearview mirror.

5 RONALD PIERINI: Thank you.

6 THOMAS FINN: You're welcome.

7 RONALD PIERINI: Any other Commissioners?  
8 Okay, next question.

9 ELAINE MOORE-CERDA: Okay. Number eight:  
10 In the position of POST Executive Director how will  
11 you develop and foster positive relationships with  
12 law enforcement administrators throughout the state?

13 THOMAS FINN: I already have what I  
14 consider great relationships with a lot of law  
15 enforcement in the State of Nevada. I've - my seven  
16 years as a Chief in Boulder City, my five years as a  
17 POST Commissioner, my six years on the Sheriffs' and  
18 Chiefs' Association, including - including two as  
19 President. I loved the interaction with my law  
20 enforcement professionals throughout the state; and  
21 I - I enjoyed attending the meetings, having regular  
22 contact with them where - whether it was an award  
23 ceremony at a graduation from an academy nearby. I  
24 loved going to the NBSA meetings. And I think as a  
25 - as a POST Executive Director you have to take that

1 a step further. You have to have regular email  
2 contact with them, regular telephone contact with  
3 them. I know Dick Clark reached out to me fairly  
4 regularly by phone when - when I was a Chief of  
5 Boulder City. I think that's important. I think -  
6 and I - I'll take a quote from former Mayor of New  
7 York City, Koch, Ed Koch. He used to go around  
8 throughout the city and ask people, how am I doing?  
9 How am I doing? Tell me how I'm doing, because you  
10 can't sit in an office and expect to know what it is  
11 that your constituents and your - your colleagues  
12 need from your organization, your agency. So I  
13 would be regularly reaching out to Sheriffs and the  
14 Chiefs, and Corrections and everybody else in the  
15 law enforcement community - community throughout  
16 Nevada asking, how am I doing? What can I do  
17 better? What can we do better?

18 RONALD PIERINI: Thank you, Tom.

19 THOMAS FINN: You're welcome.

20 RONALD PIERINI: Any questions from the  
21 Commissioners? All right, last one.

22 ELAINE MOORE-CERDA: Okay. Question nine:  
23 What single message would you like the Commissioners  
24 to remember that will convince us that you are the  
25 one that should be appointed to this position?

1                   THOMAS FINN: Well first of all, I think  
2 to show my commitment to serving again in the State  
3 of Nevada, serving law enforcement communities. The  
4 fact that if I am selected, the day I start my  
5 Nevada PERS would be frozen, which obviously reduces  
6 my annual income in the position. I don't care. I  
7 have a - a pension from New Jersey; but I also am  
8 willing to accept the fact that my pay is going to  
9 be reduced, my monthly income is going to be reduced  
10 as a result of that. And I think that's important  
11 to let - to let you know. I think that, you know,  
12 law enforcement to me, and I - I - when I taught at  
13 Rutgers I - I tried to teach students that what you  
14 see on T.V. is not real law enforcement. That's not  
15 what - what policing is all about. American law  
16 enforcement has been in existence for 384 years.  
17 Since 1631 when the night watch was started in  
18 Boston, they were part-time Peace Officers. And  
19 since that time when they expanded from their  
20 patrols in the thirteen colonies to where we are  
21 today, we've come a long way. We are absolutely in  
22 my opinion a profession. And it's as a result of  
23 the hard work of those who came before us, and all  
24 of you police executives who are now leading in the  
25 State of Nevada law enforcement. The first step of

1 the law enforcement officer was 1791. And as all of  
2 you know, all too often we lose officers in  
3 difficult situations, whether they be crashes,  
4 whether they be direct assaults. And today was a  
5 prime example of how we honor those who we lose in  
6 the line of duty. We've lost 20,000 peace officers  
7 in the United States since 1791. Twenty thousand!  
8 And for those of you who have been to the wall in  
9 Washington D.C. and seen those names, and touched  
10 the names of some of those who you may have known,  
11 it's a sobering moment. And what it comes down to  
12 for me as far as what POST's goal and mission should  
13 be, primary mission, is to keep our cops names off  
14 of that wall. Keep them off the name - keep those  
15 names off the wall here in Carson City that we added  
16 today, those two Las Vegas Metro PD Officers, God  
17 rest their souls, who we added to the - the wall  
18 here in Carson City today, who will be added to the  
19 wall in Washington D.C. That's our primary focus  
20 and always should be. That should be the mission we  
21 never lose sight of. Keep those young men and women  
22 off the wall. Keep them safe. Give them the  
23 training and the tools and the encouragement that  
24 they need to do their jobs so that we don't have to  
25 honor them in a way we did today and in the past.

1 And I'll - I'll leave you with this. And this is  
2 something that I believe in so - so much that I  
3 actually kept it on the wall in my office for many  
4 many years. Vince Lombardi said "Perfection is not  
5 obtainable, but if we chase perfection we can catch  
6 excellence." And I always tried to do my job  
7 chasing perfection. Never caught it, but I believe  
8 I caught excellence many many times throughout my  
9 career. And it's something my father taught me.  
10 It's never the wrong time to do the right thing.  
11 Never. As difficult as it may be, knowing full well  
12 that you may suffer some serious consequences for  
13 doing it and I have. I have no regrets because I  
14 did the right thing. And there is no pillow quite  
15 so soft as a clear conscience. And with that ladies  
16 and gentlemen, I've completed my dissertation.

17 RONALD PIERINI: Thank you. Any other  
18 questions? Thank you Tom and we'll take a ten-  
19 minute break.

20 THOMAS FINN: Okay. Thank you.

21 (BRIEF RECESS)

22 RONALD PIERINI: Okay. On arrival is Don.  
23 We always call him Scott Johnston. And thank you  
24 very much for putting your application in.

25 SCOTT JOHNSTON: Thank you.

1           RONALD PIERINI:  You're going to have nine  
2  questions that we're going to give you; and you've  
3  already had - reviewed that in the last ten minutes.

4           SCOTT JOHNSTON:  Yes.

5           RONALD PIERINI:  Are there any - any  
6  questions on those?  As they are asked to you, or  
7  you just need to clarify or whatever it might be,  
8  feel free to do so.  So Elaine is going to start  
9  with number one.

10          ELAINE MOORE-CERDA:  Okay.  Question one:  
11  Please describe the aspects of your background,  
12  education and career experience that you feel will  
13  make you an effective POST Executive Director.

14          SCOTT JOHNSTON:  Thank you.  My background  
15  spans back 35 years now in the law enforcement  
16  profession, starting up in the State of Oregon where  
17  I started as a Police Officer, served as Training  
18  Coordinator developing curriculum.  Developed one of  
19  the first Reserve Academy programs at our agency up  
20  there; and became recognized as an expert in  
21  training in the area of emergency vehicle  
22  operations.  Then in '92 I was hired down here at  
23  POST to work for the academy as a trainer,  
24  developing curriculum and teaching.  So far my  
25  teaching time has accumulated to approximately 1.3

1 million student hours through my career of training  
2 Peace Officers in a variety of different fields.  
3 And then while working here at POST for the last 23  
4 years, I've had the pleasure of working in the  
5 academy and then working in the Professional  
6 Standards Bureau, establishing our audit protocols  
7 and an entire audit program for auditing of  
8 agencies, auditing of academies and auditing of  
9 courses when we were required to fulfill our  
10 obligations in that arena statutorily. So I  
11 developed that program, which still is in process  
12 today. I was instrumental in part of the process of  
13 automating all our Peace Officer Records. When we  
14 received our software program I was directed to  
15 coordinate that and make sure that went through on  
16 schedule and we were successful in that. And that  
17 has continued to expand to what we have today where  
18 everything is online submission. Developing  
19 professional performance objectives for basic  
20 academy was another project that I - I was involved  
21 in early on in the '90's, and then again later on as  
22 we got to where we have the standardized performance  
23 objectives program. Then in 2006 I was appointed to  
24 the position of Bureau Chief, where I've held that  
25 position for nine years now working with the



1 regulations for the Commission. Some of them were  
2 my ideas; I'll toot my horn on that one. And others  
3 were recommendations and ideas from agencies as well  
4 as other staff and other Commissioners on this is  
5 the direction we'd like to go with a certain  
6 regulation and we would research it, draft it,  
7 propose it and then the Commission would act on it.  
8 And I still perform that function for the  
9 Commission. And continued my training experience up  
10 through about 2012; and then my duties required me  
11 to stay full-focused on my bureau and keeping the  
12 staff motivated and moving forward and addressing  
13 all the issues that our unit does at this time.  
14 I've got two bachelor's degrees, one in psychology  
15 and one in criminology that I earned back in '79.  
16 I've got experience in managing and supervision. My  
17 training is extensive management-level classes,  
18 supervision-level classes and leadership-level  
19 classes. And my institutional knowledge and  
20 experience of being tied here with POST for 23  
21 years, I've seen a lot of growth, a lot of struggle  
22 and a lot of positive things that this organization  
23 has done with the cooperative work of the agency  
24 administrators and the agencies out there and all of  
25 us working together to get things done, to raise the

1 bar, to maintain the high level of professionalism  
2 in this industry.

3 RONALD PIERINI: Thank you, Scott.

4 SCOTT JOHNSTON: Um-hum.

5 RONALD PIERINI: Are there any questions  
6 or comments from the Commissioners? Seeing none,  
7 we'll move to number two.

8 ELAINE MOORE-CERDA: Okay. Question two:  
9 What would you consider the three most significant  
10 accomplishments in your career?

11 SCOTT JOHNSTON: Probably the three most  
12 would be - first getting started but that doesn't  
13 count. Becoming an instructor and getting very  
14 proficient in that arena, working in this area with  
15 POST where we're working with regulations and my  
16 professional growth getting up to where I am today  
17 as a Bureau Chief, and the networking and  
18 communication with the agencies out there and the  
19 officers to learn more about what are the needs and  
20 in what way can I assist them in accomplishing what  
21 they want. Those would be my top three professional  
22 accomplishments.

23 RONALD PIERINI: Thank you, Scott. Again,  
24 was there any Commissioners' questions? Number  
25 three.

1                   ELAINE MOORE-CERDA: Okay. Question  
2 three: How will you deal with difficult employees,  
3 especially in the area of deficient performance or  
4 productivity-related issues? In your answer please  
5 touch on accountability, experience investigating  
6 employee misconduct, counseling difficult employees  
7 and administering employee discipline.

8                   SCOTT JOHNSTON: Okay. Well the first -  
9 first thing is identify what the - what the issue is  
10 and why is this a problem. Taking that into account  
11 that if it is a problem, how long has it been a  
12 problem and what steps have been done to hopefully  
13 redirect that employee so that it is no longer a  
14 problem again, either through verbal counseling or  
15 in some cases, taking drastic measures and  
16 disciplinary action. The whole goal is, actually is  
17 you want to change the behavior so that this  
18 employee is a good employee again. And if that  
19 can't be done then it can't be done; but you want to  
20 try and exhaust all resources in that arena.  
21 Personal experiences dealing with administering  
22 discipline or doing investigations, I don't know how  
23 many people have ever had to investigate their Chief  
24 of Police for criminal or other misconduct, but I've  
25 had to do it twice on two different chiefs in my -

1 in my career. One was an administrative  
2 investigation that led to a partial sustainment and  
3 partial not; and the other was a criminal that led  
4 to an indictment and arrest. That was not fun but  
5 it was something that had to be done. And you just  
6 have to do it. Employee levels I've had here at  
7 POST, a clerical person that was hired that just was  
8 not grasping everything and started with coaching  
9 then verbal discussions and then it finally came up  
10 to the recommendation from Mr. Bunting to - we need  
11 to release this person after two months. It just  
12 wasn't going to work; and that's what took place.  
13 What were the subheadings, Elaine, if you could hit  
14 those again?

15 ELAINE MOORE-CERDA: Okay. In your answer  
16 please touch on accountability, experience  
17 investigating employee misconduct, counseling  
18 difficult employees and administering employee  
19 discipline.

20 SCOTT JOHNSTON: When I was the FTO  
21 Coordinator at the agency I left in Oregon, that's  
22 one of the things, doing a lot of counseling with  
23 new officers that were going through FTO. And some  
24 didn't make it and some did, making recommendations  
25 to the Chief as to the next action would be. And

1 anytime there's - we've had - I've had a couple of  
2 times where an employee was struggling with an  
3 issue, whether it was personal or professional, and  
4 they thought enough to confide in me and ask for my  
5 opinion and my input as to how they could deal with  
6 that problem. And so I was able to share that and -  
7 with a positive outcome, thank goodness. So yes,  
8 there's - there's been some incidences like that  
9 through my career. Either bad employees that get  
10 disciplined and dismissed or good ones that get  
11 saved and just need some redirection.

12 RONALD PIERINI: Thank you Scott,  
13 Commissioners? Okay. We're now on number four,  
14 please.

15 ELAINE MOORE-CERDA: Okay. Question four:  
16 What strategies do you use when you have a great  
17 deal of work to accomplish and not much time to do  
18 it?

19 SCOTT JOHNSTON: Prioritizing by the  
20 nature of what's the time restraints on whatever the  
21 assignment is. If that has a time priority that  
22 this is a must-do/need it now, then that gets moved  
23 to to the top. If it's a complicated issue,  
24 researching or going to those who have the  
25 information and knowledge to try and gather to be

1 able to fulfill that assignment; or if the nature of  
2 the project or assignment would allow for can this  
3 be delegated to somebody who maybe has a little more  
4 knowledge or experience in it that can take that  
5 project and then report back with a finding.

6 RONALD PIERINI: Okay. Thank you, Scott.  
7 Any questions? We're going to go on to number five.

8 ELAINE MOORE-CERDA: Okay. Question five:  
9 Discuss your experience in developing and/or  
10 managing a budget.

11 SCOTT JOHNSTON: When I was an officer I  
12 was tasked with budget development for an entire  
13 training program that was - it was only about a  
14 \$60,000 budget; but I had to identify all the  
15 different components from the materials that were  
16 needed to - that we would need on down to staff  
17 time. And starting in about '94, I was tasked with  
18 taking over a - it started as a three-year grant at  
19 \$90,000 a year from the Office of Traffic Safety.  
20 And we're ready to establish the budgets,  
21 established the - most of the objectives to go with  
22 the goals and then write contracts on how those  
23 contracts paid. And I was the only one. That was  
24 my sole responsibility was to get the training out  
25 there, come in on budget or under budget. And that

1 \$90,000 grew from three years to seven years because  
2 we were doing such a good job on it until such time  
3 as our direction changed and when we started doing  
4 other issues - other things that needed to be taken  
5 care of there. So there was seven years working  
6 just with the grants. And one of those years I  
7 actually got audited by the National Highway Traffic  
8 Safety Administration. That was the one that was  
9 picked; and it came through with flying colors,  
10 everything balanced, all the bills were met, reports  
11 were done. So it was a positive win for the Office  
12 of Traffic Safety as well as us, as well as NITSA.  
13 And then as needed, when we are asked to put  
14 together any cost issues associated with anything in  
15 our bureau, I've had to do that as well.

16 RONALD PIERINI: Okay. Thank you, Scott.  
17 Questions Commissioners? Okay number six.

18 ELAINE MOORE-CERDA: Question six: Is  
19 there any information in your background  
20 investigation report or any other document submitted  
21 to the Commission related to your application on  
22 which you would like to comment? If so, please do  
23 so at this time.

24 SCOTT JOHNSTON: The only thing I would  
25 comment was the report had my name misspelled. My

1 spouse's name - last name is spelled - and it had a  
2 name reference to another applicant in my report  
3 that had no bearing; but those are minor clerical  
4 things, but I - I was told this was going to be the  
5 time to bring them to your attention. I don't  
6 always agree with all the information; but that is  
7 what it is. That is what a background is. So,  
8 we'll just let it go at that.

9 RONALD PIERINI: Thank you, Scott. Any  
10 questions? Okay, go to the next one.

11 ELAINE MOORE-CERDA: Okay. Question  
12 seven: What are your plans for POST over the next  
13 five years?

14 SCOTT JOHNSTON: Well the budget is set  
15 for the next four anyways; so that's not - that's  
16 not going to change much. One of the - one of the  
17 things that I think is - is important is to keep the  
18 open lines of communications with the law  
19 enforcement agencies, with the Sheriffs' and  
20 Chiefs', working directly with the administrators on  
21 are there needs that we can assist you with? Is  
22 there anything that you feel we can do better? We  
23 do a lot of things real well. There's some things,  
24 I think, that we could probably do more of if we had  
25 more resources; but again, the budget is set so



1 getting resources on board is going to be a hard  
2 thing to do. Trying to just fine-tune and polish  
3 the different units within POST. The academy can  
4 always get smoother, more efficient and better -  
5 better quality, whatever. Professional development,  
6 is there anything in there that can be done in my  
7 unit? And we've already changed one thing, being  
8 able to do auditing of the agencies from the records  
9 that we have, doing administrative, created  
10 electronic ones. That was something new that we  
11 just started. So that was one thing that we  
12 improved on there. So improvements internally that  
13 make our job a little easier and more efficient; but  
14 I think the biggest part of that is - the biggest  
15 that needs to continue is the communication and the  
16 networking with the agency administrators through  
17 Sheriffs and Chiefs, through the Commission and just  
18 through our interaction with the agencies.

19 RONALD PIERINI: Okay. Scott, thank you.

20 Any questions, comments?

21 GARY SCHOFIELD: Mr. Chairman, Gary  
22 Schofield for the record. Scott, what do you  
23 consider to be the major issue facing law  
24 enforcement in this country and how would you take  
25 that major issue and do something about it at your

1 level?

2 SCOTT JOHNSTON: Wow. That's a big one.

3 Through our country?

4 GARY SCHOFIELD: Facing law enforcement.

5 SCOTT JOHNSTON: Well one of the - one of  
6 the things - I think budgets are always going to be  
7 an issue; but one of the things is what you see  
8 happening over in Ferguson and all the latest things  
9 on the deaths and the officers involved, and how the  
10 agencies are handling things. It seems like this  
11 year there's a lot more of that popping up than  
12 there has been in the last ten years. I don't know  
13 why. So I couldn't really give you a - that's just  
14 the one thing that pops in mind when you asked that  
15 question; and I - I don't know where the solution  
16 lies, unless - unless it's more education on  
17 agencies on how to handle those. And I don't know  
18 if any - any single person or group has an answer  
19 for that one, because it seems like it keeps getting  
20 repeated over and over again.

21 GARY SCHOFIELD: Thank you.

22 RONALD PIERINI: Thank you. Any more?

23 Okay. We'll go to number eight.

24 ELAINE MOORE-CERDA: Okay. Question  
25 eight: In the position of POST Executive Director

1 how will you develop and foster positive  
2 relationships with law enforcement administrators  
3 throughout the state?

4           SCOTT JOHNSTON: Oh. I sort of touched on  
5 that already a little bit. I think keep going to  
6 the meetings that the agencies have on a - on a  
7 regional level and on the Sheriffs and Chiefs level  
8 and picking up the phone and calling is one way.  
9 And listening to what you guys, as administrators,  
10 are saying when we do talk is important. We don't  
11 always have the right - have all the answers.  
12 Sometimes you guys have a better solution and the  
13 answers than - than we do and we listen; but I think  
14 as the Executive Director it's important that that  
15 relationship be kept open in constant flow of  
16 information and sharing between the Sheriffs and  
17 Chiefs, admin - and all the administrators. I'm not  
18 opposed to going out and visiting with an agency if  
19 necessary and sitting down if you've got one-on-one  
20 needs that we need to talk about.

21           RONALD PIERINI: Scott, any questions from  
22 you? And the last one is number nine.

23           ELAINE MOORE-CERDA: Okay. Question nine:  
24 What single message would you like the Commissioners  
25 to remember that would convince us that you are the

1 one that should be appointed to this position?

2           SCOTT JOHNSTON: I'm going to do it  
3 through humor out there that I'm the only one with  
4 the silver-grey suit, or - my institutional  
5 knowledge and experience for 23 years as a dedicated  
6 employee here with POST, I've been through all -  
7 every particular part of POST from basic training on  
8 up, and have been instrumental in developing a lot  
9 of the programs that we enjoy today as agencies.  
10 The online in lieu training, well not the online  
11 portion but the in lieu reciprocity program and the  
12 - just all my experience tied with those  
13 developmental programs and being here as long as I  
14 have and seeing all this growth and working -  
15 already working with almost every single one here in  
16 some form or fashion that I'm here, I'm ready and  
17 ready to get started on doing this.

18           RONALD PIERINI: Okay. Thank you, Scott.  
19 Any other questions? All right. Thank you very  
20 much.

21           SCOTT JOHNSTON: Thank you for the  
22 opportunity to be here.

23           RONALD PIERINI: Thank you.

24           (BRIEF RECESS)

25

1                   RONALD PIERINI:  Mike Sherlock, how are  
2 you, sir?

3                   MIKE SHERLOCK:  Good afternoon.

4                   RONALD PIERINI:  As I have said to the  
5 others, thank you very much for putting your  
6 application in.  We appreciate that.

7                   MIKE SHERLOCK:  Certainly.

8                   RONALD PIERINI:  As you know now there's  
9 nine questions that Elaine over here is going to  
10 give you those questions and one at a time.  If you  
11 don't understand that question or you need clarity,  
12 please ask.

13                  MIKE SHERLOCK:  Okay.

14                  RONALD PIERINI:  Elaine?

15                  ELAINE MOORE-CERDA:  Okay.  Question one:  
16 Please describe the aspects of your background,  
17 education and career experience that you feel will  
18 make you an effective POST Executive Director.

19                  MIKE SHERLOCK:  Okay.  I - I know you have  
20 my resume in front of you; but I'm - you know, I've  
21 been doing this for 31 years.  I started in police  
22 work in April of 1984.  I'll try to make this as  
23 brief as I can.  At the line level I worked patrol.  
24 I was a canine officer.  I - I worked crimes against  
25 persons where I worked the domestic violence desk,

1 the sexual assault desk and robbery and homicide. I  
2 worked narcotics. I worked major violator narcotics  
3 and street-team narcotics. I worked vice at the  
4 line level, as a supervisor, leadership Staff  
5 Supervisor and attorney - or a Lieutenant and a  
6 Commander. As a Sergeant and Lieutenant I have  
7 responsibilities for patrol, narcotics, robbery,  
8 homicide. I had an officer-involved shooting team.  
9 As a - as a Lieutenant I included the crime scene -  
10 crime scene investigators and the property section.  
11 As an Operation Commander I had all enforcement  
12 units, including the enforcement units on the  
13 service side. I handled all personnel issues within  
14 my units. I have handled Skelly hearings and  
15 personnel hearings and Pitches motions from a  
16 Commander's standpoint. Beyond that I am an  
17 attorney, went to law school, have my law degree.  
18 And as such from the - from the law enforcement  
19 standpoint, I handled all of our agency's Pitches  
20 motions. I handled labor issues. I was lead  
21 negotiator for MOUs and contracts, both on the  
22 management side and on the labor side. I dealt with  
23 legal updates and that sort of thing in reviewing  
24 new case law and making recommendations in those  
25 areas. That being said, here at POST, which is my

1 day job now, I deal with nearly every aspect of POST  
2 from regulatory issues, compliance, certification,  
3 rate changes, presentations in front of this  
4 committee - Commission. I've dealt with personnel  
5 issues here, basic training, professional  
6 development training, budgeting and those things.  
7 In addition to that my part-time job is at  
8 Legislative Police where I do some patrol work  
9 there, special events, and I develop and deliver  
10 training for new officers over at Legislative  
11 Police. I also teach at Western Nevada College,  
12 where I teach criminal law and procedure, criminal  
13 evidence; and I teach another class titled "Police  
14 in America." So in a nutshell, that's my 31 years.

15 RONALD PIERINI: Thanks, Mike.

16 Commissioners have any questions? Okay, number two.

17 ELAINE MOORE-CERDA: Okay. Question two:  
18 What would you consider the three most significant  
19 accomplishments in your career?

20 MIKE SHERLOCK: You know, on a personal  
21 level I'm very proud of the fact that I was able to  
22 get my law degree as a Patrol Sergeant. I went to  
23 law school; and, you know, I'm not going to lie, I  
24 passed the bar the first time. Once I graduated  
25 from law school - but beyond that from a

1 professional standpoint, I think, you know, for me  
2 it's developing subordinates. I'm very proud of the  
3 people that work for me who are now Sergeants,  
4 Lieutenants, Narcotics Commanders. One's a Captain  
5 and one's a Chief. So I think, you know, for me the  
6 ability to leave a legacy of doing things right,  
7 doing them well, is probably the greatest  
8 accomplishment for me as - as where those that  
9 worked for me went. Probably beyond that, where I  
10 came from, one tool that was used quite often is  
11 called 360 evals. You guys probably know what those  
12 are. I'm proud of the fact that consistently I was  
13 rated either from my subordinates as the number one  
14 Sergeant, Lieutenant and Commander, at each level;  
15 but perhaps more importantly I was rated the highest  
16 each time by my peers, so fellow Sergeants - fellow  
17 Lieutenants, and fellow Captains and Commanders, but  
18 also rated top by my command staff. So, you know, I  
19 - I was quite proud of that, that I - that I was  
20 able to achieve that both from those I supervised  
21 and those that supervised me.

22 RONALD PIERINI: Okay. Thank you, Mike.  
23 Any questions from the Commissioners? Okay, number  
24 three.

25 ELAINE MOORE-CERDA: Okay. Question



1 three: How will you deal with difficult employees,  
2 especially in the area of deficient performance or  
3 productivity-related issues? In your answer please  
4 touch on accountability, experience investigating  
5 employee misconduct, counseling difficult employees  
6 and administering employee discipline.

7           MIKE SHERLOCK: Yeah. First let me say  
8 this, that I think that the better the leadership  
9 the less misconduct there is in my opinion. Now  
10 that being said, there's always going to be issues.  
11 I understand that. Managing people is never an easy  
12 thing. Obviously I've dealt with it. I managed  
13 very small narcotics units with four or five people  
14 where there's specific personality issues that have  
15 to be dealt with. You need to work as a team. You  
16 have to quickly determine who's going to fit in that  
17 team and who's not; but again, I - I think it starts  
18 with good leadership, with the manager or the leader  
19 setting the standard. If people clearly know what  
20 the parameters are, what is expected of them,  
21 there's less conflict if something does happen. I  
22 would say that, you know, you have to set specific  
23 deadlines. Employees need to know what is expected  
24 of them. And if that's the case, it's harder for  
25 them to cause problems or cause conflict if - if

1 they do do something wrong. Now, you know, clearly  
2 I've dealt with a lot of different things from funds  
3 being stolen from our confidential funds accounts  
4 down to minor performance issues. And I think the  
5 biggest thing is once as a supervisor or leader  
6 determines that there's a problem you must quickly  
7 act on it. It has to be done quick. When you let  
8 things sit and - and become bureaucratic the  
9 problems get wider. So my - my personality is once  
10 I notice or am aware of an issue it's to immediately  
11 address that issue. And I'm well aware of  
12 disciplinary rules, FLSA stuff and POBR and all  
13 that; but - but you have to move on it quite  
14 quickly. So I think that's the biggest issue is -  
15 is you have to move on it quick. Obviously, every  
16 issue has a different way of attacking that, whether  
17 it's personal improvement plans, just counseling  
18 sessions, that kind of thing; but, whatever that may  
19 be, you have to act on it quickly.

20 RONALD PIERINI: Okay. Thank you. Any  
21 questions from the Commission? Move to number four.

22 ELAINE MOORE-CERDA: Question four: What  
23 strategies do you use when you have a great deal of  
24 work to accomplish and not much time to do it?

25 MIKE SHERLOCK: Again, I've spent 31 years

1 with a great deal of work to accomplish; so it's  
2 nothing new to me. I think the biggest thing that  
3 you learn as - as time goes on is to delegate where  
4 you can, know the talents of those that - that you  
5 work with and have the ability to delegate those  
6 issues to them. Don't be afraid to ask for help;  
7 but again, it's time management, understanding  
8 deadlines, prioritizing, that sort of thing. But I  
9 think the hardest thing to learn when you have such  
10 passion as I do for the job is to delegate. And -  
11 and over time I've learned that. And that's what  
12 gets me through those type of situations.

13 RONALD PIERINI: Okay. Thanks, Mike. Any  
14 questions? Number five.

15 ELAINE MOORE-CERDA: Okay. Question five:  
16 Discuss your experience in developing and/or  
17 managing a budget.

18 MIKE SHERLOCK: Throughout my career I've  
19 worked with all types of budgets. Again, I've  
20 supervised small units to organizational-wide. I've  
21 given presentations to the governing body if I'm  
22 trying to support a budget, presenting a budget. In  
23 my case it was City Council; but all the way from  
24 the small unit I managed grants, buy programs, WISN  
25 grants or WISN money. We dealt a lot with

1 confidential funds or I handled confidential funds  
2 for many years, which included our undercover budget  
3 that it came directly through me and made  
4 presentations and requests in that area. I've  
5 testified in front of the City Council for budget  
6 augmentation, capital improvement expenditures that  
7 type of thing. One of the innovative things I did  
8 for our narcotics group as the asset forfeiture laws  
9 changed in California, monies that our narcotics  
10 groups seized could not go to us unless there was a  
11 conviction for actual trafficking, possession for  
12 sale or for sales. I created a system working with  
13 the District Attorney's office on cases where we  
14 seized money and it appeared that the defendant was  
15 going to plea out, that as part of the plea bargain  
16 that that money would come directly to us as part of  
17 the plea bargain. Essentially, still receiving that  
18 asset funds without a conviction for sales or  
19 possession for sales. And then I administered that  
20 specific budget account as it came in.

21 RONALD PIERINI: Okay. Thank you. Any  
22 questions? We'll move on to number six.

23 ELAINE MOORE-CERDA: Question six: Is  
24 there any information in your background  
25 investigation report or any other document submitted

1 to the Commission related to your application on  
2 which you would like to comment? If so, please do  
3 so at this time.

4           MIKE SHERLOCK: Yeah. I'm - I'm debating  
5 whether to bring it up; but it - it really bothered  
6 me. I've been doing this for 31 years. I've never  
7 been - never left anywhere involuntarily. Never  
8 asked - been asked to leave in lieu. So if you read  
9 my background when I initially got that background;  
10 and I - and I realize they cleared it up; but it  
11 still bothers me. I'm very proud of my career and -  
12 and - and it bothers me that that was - that - that  
13 Truckee HR made some comment that I left  
14 involuntarily. I'd just like to say that at this  
15 point they're saying they didn't say that.  
16 Obviously, they're trying to downplay that; but it  
17 did bother me. I never - I've never left any -  
18 anywhere involuntarily, never been asked to leave in  
19 lieu of any sort of investigation, which that to me  
20 is what it looked like. And I didn't like it. Even  
21 though they cleaned that up I just wanted to again  
22 have you understand that I'm very passionate about  
23 my career. I'm very proud of my career and that  
24 bothered me a lot. Beyond that I think that there's  
25 a mention that I've had seven jobs since 1990. I

1 hope everybody realized that four of them I still  
2 have. I'm an attorney, I work at Legislative  
3 Police, I work at WNC, the college, and I work here  
4 at POST. So I just thought that was interesting.  
5 That's about it.

6 RONALD PIERINI: Okay. Thank you. Any  
7 questions? Move on to number seven.

8 ELAINE MOORE-CERDA: Question seven: What  
9 are your plans for POST over the next five years?

10 MIKE SHERLOCK: You know, the biggest  
11 thing for me is I'd really like to increase the  
12 relevance of POST. From my perspective I think  
13 sometimes the powers that be forget we're here. And  
14 - and I'm not talking about this body here; but  
15 we've had things come from legislature - from the  
16 legislature bills past or mentioned and no one's  
17 called us, that kind of thing. I'd like to increase  
18 our reputation and relevance over the next few  
19 years. I'd - I'd really like to see a - a review  
20 and a constant update of our regulations. I think  
21 we have to understand that for the most part POST  
22 regulates individuals. Those individual Peace  
23 Officers should be able to pick up the NAC, read the  
24 NAC and immediately understand what is required of  
25 them. I would like to move us closer to that by

1 cleaning up those regs or looking at those issues.  
2 Beyond that I'd like to understand and be a benefit  
3 to agencies whether rural, urban, anything,  
4 everything in between, a benefit to the agencies  
5 regarding notice of category and - and - and be able  
6 to help them where we can, reducing liability,  
7 increasing professionalism amongst all of our  
8 agencies here in Nevada.

9 RONALD PIERINI: Thank you. Any  
10 questions?

11 GARY SCHOFIELD: Mr. Chairman, Gary  
12 Schofield for the record. Mike, at the national  
13 level what do you consider the most important thing  
14 when it comes to training that law enforcement  
15 agencies are facing?

16 MIKE SHERLOCK: Well, yeah. As you know,  
17 on the news right now is - is - is every day, right,  
18 with - with use of force issues and how we address  
19 certain issues dealing with race and dealing with  
20 civil disobedience stuff. I think the - the  
21 militarization mantra that you see is not going to  
22 go away. I think that's going to be an issue for us  
23 for a long time; but then you have other things too.  
24 The - the, you know, unmanned, flying aircraft issue  
25 and - and things like that; but I think we're going

1 around the circle. I think we're going back where  
2 we have to be very cognizant of what's going on  
3 nationally in terms of civil disobedience and race  
4 relations. I think that's a huge issue right now.  
5 And I don't think it's going away anytime soon.

6 GARY SCHOFIELD: Thank you.

7 RONALD PIERINI: Thank you. Any other  
8 questions? All right, we'll go on to number eight.

9 ELAINE MOORE-CERDA: Okay. Question  
10 eight: In the position of POST Executive Director,  
11 how will you develop and foster positive  
12 relationships with law enforcement administrators  
13 throughout the state?

14 MIKE SHERLOCK: Well, I - you know, I  
15 think that we have expertise here on the Commission  
16 that we're not tapping into; so one thing I would  
17 like to do is - is solicit that expertise where I  
18 can. But beyond that I think again that we need to  
19 have personal relationships with each separate  
20 agency. My thought is to - to do regular surveys  
21 with agencies based on category in urban and rural  
22 and in between on what they believe - how they are  
23 best served by POST. And then act on that. And,  
24 you know, again, if - if we increase our relevance,  
25 our relationships increase - and that would be my



1 goal.

2 RONALD PIERINI: Thank you, Mike. Any  
3 questions? Going to last one, number nine.

4 ELAINE MOORE-CERDA: Okay. Question  
5 number nine: What single message would you like the  
6 Commissioners to remember that will convince us that  
7 you are the one that should be appointed to this  
8 position?

9 MIKE SHERLOCK: You know, I - I - I got to  
10 say this. I - I think in your package there you  
11 have Dick Clark's and - and a couple others said,  
12 you know, that Mike's the go-to guy. Yeah. Let me  
13 just say that I - I'm not a genius, you know. I  
14 don't know it all. Just ask my wife, but the  
15 position of leadership at POST fits my background  
16 exactly. POST deals with regulations and statutes.  
17 I think my law degree, you know, being an attorney  
18 gives me a certain amount of insight into that  
19 process, a certain amount of expertise; and those  
20 regulations are - and statutes are about Peace  
21 Officers. Being a, you know, Peace Officer, it's  
22 who I am. Running police agencies, doing police  
23 work is what I've done for 31 years. Beyond that  
24 POST is mandated to provide training and certify  
25 that training. I've spent my entire career

1 training, creating curriculum. I was second in  
2 command at our command - academy. I developed  
3 curriculum for the college. I've developed  
4 curriculum here at POST. I teach at the supervisor  
5 school, the management school and several other  
6 professional development courses. It's just that  
7 the position at POST happens to fit my background  
8 perfectly; and that's what it's about.

9 RONALD PIERINI: Thank you, Mike. Any  
10 other questions? Thank you, Mike. We appreciate  
11 that. We're going to take another break for ten  
12 minutes.

13 (BRIEF RECESS)

14 RONALD PIERINI: Albert, thank you very  
15 much for putting your application in. Thank you  
16 very much.

17 ALBERT TORRES: Thank you.

18 RONALD PIERINI: And what we're going to  
19 do is we're going to have nine questions we're going  
20 to ask you. If you don't understand those questions  
21 or you need clarity please ask. And Elaine is going  
22 to give those questions to you. Okay?

23 ALBERT TORRES: Okay.

24 RONALD PIERINI: Starting with number one.

25 ELAINE MOORE-CERDA: Question one: Please

1 describe the aspects of your background, education  
2 and career experience that you feel will make you an  
3 effective POST Executive Director.

4           ALBERT TORRES: Well the - the - I'm  
5 sorry, I thought I was going to be able to give a  
6 presentation first but I got backwards. The aspects  
7 of my career that I believe would make me a good  
8 executive director for POST. I was with Lyon County  
9 Sheriff's Office for 22 years. I was - left that  
10 agency as the Undersheriff. During my time with the  
11 Lyon County Sheriff's Office I - be able to - I  
12 started the career plan for my staff in order to  
13 give them a direction on which way to go instead of  
14 just coming to work every day and just going through  
15 the motions. What was their dreams, what are their  
16 goals, what training would they like to attend in  
17 order to either move up the ladder or go to a  
18 special detail? I have a degree in criminal  
19 justice. I'm completing my degree in business  
20 management. I had a patrol division with 60 sworn  
21 employees, jail division with 15 sworn employees,  
22 and a 180-man jail, 25 non-sworn civilian employees,  
23 and a communication center serving five law  
24 enforcements agencies and four fire districts. I  
25 have a great deal of experience and knowledge with

1 the labor law, contracts in policy and procedure  
2 needed to keep such a diverse and large amount of  
3 people working together to reach our common goals.  
4 I was also fortunate to have been an integral part  
5 of building a new justice complex, especially the  
6 Sheriff's Office and the jail, which included  
7 everything from the planning stages to budgets and  
8 bonds, and the purchasing of new equipment and the  
9 allocation of manpower. I think I answered the  
10 question.

11 RONALD PIERINI: You're done with that?

12 ALBERT TORRES: Yes, sir.

13 RONALD PIERINI: Okay. Good. Any  
14 questions? All right. Thank you. Let's go to  
15 number two.

16 ELAINE MOORE-CERDA: Okay. Question two:  
17 What would you consider the three most significant  
18 accomplishments in your career?

19 ALBERT TORRES: I - I believe that the -  
20 the first accomplishment was starting the jail  
21 diversion program for Lyon County Jail. And that  
22 led to the forming of the Lyon County Mental Health  
23 Task Force, which I was a founding member and the  
24 original chair. Also I think the second would be in  
25 assisting in getting the new jail complex built. It

1 had been well past due. It was only a matter of  
2 time before the Feds came in and made it a mandate;  
3 but myself and the other administrators were able to  
4 get the - the money to do that, the Commissioners on  
5 board and not only did we build a new Sheriff's  
6 Office and a jail, but an entire justice complex,  
7 including a justice court and a third district court  
8 all in one place. My third is, I think it's a - a  
9 great accomplishment of being able to work in the  
10 community that I grew up with. I - I grew up in  
11 Lyon County. I'm originally from - from Dayton.  
12 And being able to make a significant change and a  
13 difference from when I grew up to when I left the  
14 Lyon County Sheriff's Office is night and day. Very  
15 very professional Sheriff's Office. I think they  
16 came into their own in the past 15, 20 years. I  
17 think they will continue to grow; and I think  
18 another accomplish - major accomplishment on - on  
19 that is also being able and willing to train my  
20 replacement as I moved up and moved on.

21 RONALD PIERINI: Okay. Thank you. Do you  
22 have any questions? Three.

23 ELAINE MOORE-CERDA: Okay. Question  
24 three: How will you deal with difficult employees,  
25 especially in the area of deficient performance or

1 productivity-related issues? In your answer please  
2 touch on accountability, experience investigating  
3 employee misconduct, counseling the difficult  
4 employees and administering employee discipline.

5           ALBERT TORRES: Well I - I believe the  
6 first step in dealing with a difficult employee is  
7 making sure that the employee understands the job  
8 that you're asking them to do. Once you bring that  
9 employee in, you may have to explain a couple of  
10 times on what that job is, make sure they have the  
11 training in order to accomplish that job in that  
12 position. You may have to send an employee to  
13 remedial training if - if what you're doing or what  
14 your staff is doing is - you're unable to get the  
15 point across and get them to do what needs to be  
16 done. I believe that there does come a certain  
17 point in time where either the person is either  
18 unwilling or for one reason or another unable to  
19 accomplish those tasks and - and is not suited for  
20 that position. You have to make sure that you  
21 follow the proper steps, which includes your  
22 policies and procedures, your SOPs, your labor law  
23 and your contracts. Also want to make sure you're  
24 in contact with your human resources. Maybe they're  
25 able to give you another mode or another idea that

1 you were unable to get across to the person in the  
2 training. Make sure your documentation is done  
3 extremely well from start to finish. Put down  
4 everything that is said, everything that is done.  
5 And if it is a - not a training issue, it's - it's a  
6 negligent or a - you know, they're doing this of  
7 their free will, then you will have to go to the  
8 disciplinary process. I was Field Training Officer  
9 for several years as a Sergeant, not only in the  
10 jail but also in patrol. I spent the majority of my  
11 career in patrol; and documentation is key to  
12 everything. If - if you didn't - if you don't  
13 report it it didn't happen. As you go through your  
14 process and you get to a certain place in time with  
15 an employee, you might have to let that employee go.  
16 If you have - if - if they have contract you have to  
17 go through your contracts, you know, the rights of  
18 collective bargaining, your HR laws again. I do  
19 have a large amount of experience. Like I said, I  
20 was a Sergeant at one time. Went to a patrol  
21 Lieutenant, cert. beat area. Was the Field Services  
22 Captain for all the Lyon County Sheriff's Office and  
23 ultimately the Undersheriff. So I do have vast  
24 knowledge and experience on dealing with human  
25 resources issues, dealing with problem employees and

1 dealing with training issues and deciding whether or  
2 not those issues are training or again, you need a  
3 termination or suspension and some form of  
4 discipline.

5 RONALD PIERINI: Thank you. Any  
6 questions? We'll go to number four.

7 ELAINE MOORE-CERDA: Number four: What  
8 strategies do you use when you have a great deal of  
9 work to accomplish and not much time to do it?

10 ALBERT TORRES: I - I think the number one  
11 strategy is you need to get done what other people  
12 are waiting on. If you have something on your desk  
13 and you have other people that need you to complete  
14 your task or your assignment, get that done so that  
15 you can move it on and the process can continue. Of  
16 course, you're going to have things, as we all do on  
17 a day-to-day basis, you have certain fires you're  
18 going to have to put out during the day and you're  
19 going to have to decide on, you know, are those  
20 fires something that I need to stop and handle right  
21 away? You know, for an example here at the academy  
22 I would say a - a cadet being injured, your day  
23 needs to stop until you see and make sure that that  
24 cadet is - is taken care of. If you have a  
25 disciplinary issue that's minor in the classroom,



1 there - you need to have your - your - you need to  
2 be informed, make sure your staff handles that and  
3 then go back and get your other tasks done,  
4 completed and off your desk. You don't want people  
5 waiting on you because your - because your day is  
6 full. Everybody's day is full.

7           RONALD PIERINI: Thank you. Any  
8 questions? Number five.

9           ELAINE MOORE-CERDA: Okay. Question five:  
10 Discuss your experience in developing and/or  
11 managing a budget.

12           ALBERT TORRES: I was very very fortunate  
13 to be able to gain a lot of experience, be able to  
14 start off and just give ideas, written ideas, verbal  
15 ideas to upper command as I moved up through the  
16 ranks on what it is that we needed, what - what it  
17 is that we wanted. And many times they're not  
18 always the same. As I moved up through the ranks  
19 when I was a Lieutenant in Fernley, I knew that I  
20 had a certain amount of leeway as far as what I  
21 could or could not do and what I could purchase and  
22 can't purchase without going further up the chain of  
23 command. Then as I made Captain and - and some  
24 realm as Lieutenant, I was able to work with the  
25 Sheriff and the Undersheriff on putting the budget

1 together from start to finish, being involved in the  
2 entire process, going in and presenting our budget  
3 to County Commissioners. Also presenting our  
4 budget, even though they didn't have a yes or no  
5 vote, but they did have a lot of interest to our  
6 City Councils. Also negotiating with other  
7 government entities, other county entities on, you  
8 know, we only have X amount of dollars. We need  
9 this in say the Comptroller's office so we would go  
10 without or maybe possibly stave off a purchase for  
11 another six months or until a new fiscal year. So I  
12 have been involved in the budget experience from  
13 start to finish. It's not always easy, especially  
14 with 19 percent unemployment in Lyon County at one  
15 time. And we were scraping - scraping by with  
16 pretty much next to nothing at the same time we were  
17 building the jail complex. So you have a - you have  
18 to do a lot of answering to the public, a lot of  
19 explanation to the public on well if people are out  
20 of work, you don't have the tax revenue, how can you  
21 possibly afford to build a jail? How can you  
22 possibly afford to man it? And sometimes we took a  
23 beating; but most of the time we did pretty well.  
24 And I was right there from start to finish in  
25 answering those questions and getting our budgets

1 passed.

2 RONALD PIERINI: Thank you. Any other  
3 questions from the Commissioners? Number six.

4 ELAINE MOORE-CERDA: Okay. Question six:  
5 Is there any information in your background  
6 investigation report or any other document submitted  
7 to the Commission related to your application on  
8 which you would like to comment? If so, please do  
9 so at this time.

10 ALBERT TORRES: No. I have an extremely  
11 clean background. I - I - I think my work speaks  
12 for itself. I don't have anything that's going to  
13 come up and be an embarrassment to this Commission,  
14 to be an embarrassment to POST or the governor or  
15 our profession as a whole. I'm very straight  
16 forward. I'm very straight up; but as far as  
17 anything in my background, I'm - I'm - I'm pretty  
18 transparent.

19 RONALD PIERINI: Thank you. Any questions  
20 from the Commissioners? Okay, and we're going to  
21 move on to number seven.

22 ELAINE MOORE-CERDA: Okay. Question  
23 seven: What are your plans for POST over the next  
24 five years?

25 ALBERT TORRES: Well, I think as everybody

1 in this room - I believe is to continue to increase  
2 the budget for POST. With that being said, when you  
3 increase the budget I also think that we need to, if  
4 needed, increase the manpower in order to justify  
5 one budget to make sure that the manpower is there  
6 to provide the services, that we're not going out  
7 and fighting for a budget and asking for more  
8 personnel but we don't have the need; or you know,  
9 you hire somebody and end up having to - having to  
10 lay them off or let them go because of your poor  
11 planning. I also would like to see all the cadets  
12 leave basic academy with mental health first aid. I  
13 think that's fairly easy and in order - fairly easy  
14 to get accomplished. I have a lot of connections  
15 with the Nevada Board for the National Alliance on  
16 Mental Illness. And a lot of the training is - they  
17 will come in for two or three days, provide your  
18 cadets training at the cost of giving them lunch,  
19 giving the instructors lunch for a day. I think  
20 that's a - a very very inexpensive commitment and I  
21 think it pays off large dividends in order to have  
22 that mental health first training when they leave  
23 here instead of going to your agency and having to  
24 pay and have somebody teach that. I think I'd also  
25 like to make sure that - make sure that we instill

1 for the cadets and remind the veterans that come  
2 through in our secondary trainings about being  
3 public servants. They provide the strong  
4 foundations. They go out there. It - it's a cost-  
5 saver to everybody. You have - you're less like to  
6 have civil suits if you have these - these people  
7 who are coming through the academy who understand  
8 why they're here. They want to be here for the  
9 reasons that are important as public servants.  
10 You'll - I've been unfortunate to work with maybe  
11 two or three people in my entire career who would -  
12 I don't really think they get it. I don't think  
13 they understand why they signed up for the job. And  
14 they end up usually costing - they usually end up  
15 costing the entity and the county or the city quite  
16 a bit of money. And a lot of that's based on  
17 attitude. And I think we - that that is a major  
18 goal. I know that POST does that now; but I think  
19 it's a very very important thing to grow.

20 RONALD PIERINI: Okay. Thank you.

21 Questions?

22 GARY SCHOEFIELD: Mr. Chairman, Gary  
23 Schofield for the record. Mr. Torres, at the  
24 national level, what do you think are the major  
25 issues facing law enforcement when it comes to

1 training and standards?

2 ALBERT TORRES: At the national level?

3 When I - when I hired on it was in 1992 right after  
4 Rodney King. And here we are, excuse me, 22 and a  
5 half years later and we're still seeing the same  
6 problems. We're still seeing riots and I think - I  
7 think the first thing is - is having an  
8 understanding of maybe more of a cultural awareness  
9 between our police and some minority, especially in  
10 the cities. We don't see it a lot in the north, in  
11 northern Nevada as far as being accused of being  
12 racist or you know, making - making stops based on  
13 just the color of your skin. But I think a lot of  
14 that has to do with one, the attitude, two, the  
15 training that - that they're already provided. Race  
16 relations, mental health is a huge issue; and that's  
17 nationwide. And I - I think that - I got to say the  
18 third one is I don't think that a lot of agencies  
19 are very friendly with their media. And trying to  
20 bring in somebody from the media, whether you have a  
21 liaison, and that's the person that your agency  
22 deals with; but I think trying to explain things  
23 quite a bit to the media would go a long way where  
24 not everything you see on the news is us doing  
25 something wrong. But it does sell - you know, it -

1 it does get you T.V. time and it does sell papers;  
2 but I think that's a - I think that's a  
3 communication breakdown.

4 RONALD PIERINI: Thank you. Thank you.  
5 Any other questions? Okay. Next one.

6 ELAINE MOORE-CERDA: Okay. Question  
7 eight: In the position of POST executive director,  
8 how will you develop and foster positive  
9 relationships with law enforcement administrators  
10 throughout the state?

11 ALBERT TORRES: Well I've been very very  
12 fortunate. I have a - I think I have a very good  
13 relationship with most of the law enforcement  
14 administrators throughout the state now. A lot of  
15 that is because I've been so involved with the other  
16 administrators. You know, I - I am a native  
17 Nevadan; so I - I take a lot of pride and care in  
18 making sure that our State's taken care of  
19 everywhere. I am a member of the Sheriff's and  
20 Chief's Association; so a lot of the administrators  
21 are not strangers already. But I - I think during  
22 my tenure at Lyon, I was able to build those  
23 relationships. I think just by staying in constant  
24 communication with the agencies. I think marketing  
25 is huge with the agencies too. I think POST needs

1 to work on what's market, what we bring and keep  
2 that open communication so that we have this  
3 relationship. So you can, a phone call, as POST  
4 Director. You know, hey I - I'm having this  
5 problem. Are you guys providing any training? You  
6 know, knowing Mr. Clark as well as I did it seemed  
7 from my perspective that he was very good at doing  
8 that and I would like to continue doing that. I  
9 don't think things need to be so formal. If an  
10 agency head needs something or an agency subordinate  
11 is told hey call POST, see if they can help us out,  
12 it should be that simple.

13 RONALD PIERINI: Thank you. Questions?  
14 Okay. Last one, number nine.

15 ELAINE MOORE-CERDA: Okay. Question nine:  
16 What single message would you like the Commissioners  
17 to remember that will convince us that you are the  
18 one that should be appointed to the position?

19 ALBERT TORRES: That's probably the  
20 hardest question on there. I always work off the  
21 motto and I would like to continue working off the  
22 motto: Can you imagine what we can accomplish by  
23 eliminating laziness and ego? I think that has - I  
24 know that that has always gone a long way.  
25 Sometimes people get wrapped up in their fiefdoms



1 and don't want to let go of power or perceived power  
2 in order to get things done for the better. So I  
3 think that's the biggest thing that I would like to  
4 leave with POST Commission. That's what I would  
5 bring to this position. You're - you're not going  
6 to find - and - and all the other candidates are  
7 excellent, but you're not going to find anybody else  
8 who will be as dedicated as I - as I am.

9 RONALD PIERINI: Thank you, Albert. Any  
10 other questions? All right, sir, thank you very  
11 much. Okay, ten-minute break.

12 (BRIEF RECESS)

13 RONALD PIERINI: Mr. Turner, how are you  
14 sir?

15 RONALD PIERINI: Sit down please

16 GARY TURNER: (Inaudible)

17 RONALD PIERINI: Yeah, evening. I was  
18 going to say morning. Sit down, please.

19 GARY TURNER: Thank you.

20 RONALD PIERINI: Gary, as - as you well  
21 know is that you've been given those nine questions.

22 GARY TURNER: Yes, sir.

23 RONALD PIERINI: And please if, when we  
24 answer or we ask those questions one through nine,  
25 if you have any questions or concerns about that

1 question please ask.

2 GARY TURNER: I will do that. Thank you.

3 RONALD PIERINI: And Elaine's going to  
4 start off with number one.

5 ELAINE MOORE-CERDA: Okay. Question one:  
6 Please describe the aspects of your background,  
7 education and career experience that you feel will  
8 make you an effective POST Executive Director.

9 GARY TURNER: I started my career in law  
10 enforcement in 1972 in the wonderful State of South  
11 Carolina. Some of you may have been there. It's a  
12 - Paris Island. And I went through military police  
13 school; and when I was there I really decided that  
14 that was the career I wanted to pursue, was as the  
15 police. I spent three years in the Marine Corp. I  
16 got out and went straight to the Sheriff's  
17 Department where I spent 25 years with the Champaign  
18 County Sheriff's Office. I don't know if you're  
19 very familiar with Illinois? Champaign is almost in  
20 the center of Illinois. I know the director of  
21 corrections knows. He being from Illinois; but I  
22 rose through the ranks and the last eight years I  
23 was there for right at 25 years. I was the chief  
24 deputy for the last eight years of my tenure.  
25 During that time we were able to do a lot of things

1 within the sheriff's office. I was very fortunate  
2 to be with - in that organization because there in  
3 Champaign we also had the University of Illinois;  
4 and at the University of Illinois we had the  
5 Illinois Police Training Institute. I was selected  
6 to be an instructor and I instructed there in basic  
7 academy, corrections academy. I was involved in  
8 developing the first curriculum for corrections in  
9 the State of Illinois for the counties and developed  
10 that over the years. Taught in supervisory,  
11 management course and the executive courses. In  
12 fact, right before I left Illinois I was working  
13 with the training board and we had developed a five-  
14 tier program that took law enforcement, peace  
15 officers from basic entry all the way through the  
16 executive. It was a core curriculum that they would  
17 follow all the way through each year to when they  
18 became a chief. That being said, in 1999 I had the  
19 - the - the ability to leave the sheriff's office.  
20 I'd been chief for eight years; and I was asked by  
21 the state training board in Illinois, I had a  
22 gentleman come in my office, Howard Rogers, and he  
23 says Gary - he put a piece of paper on my desk - he  
24 says Gary, he says we want you for this job. And I  
25 - looked down and said Howard, I said I'm sitting

1 pretty good right now. I said, you know, 25 years  
2 with the agency. I've been chief for eight years.  
3 Why would I want to leave? And we talked. Anyway,  
4 at that time is when I really decided that - to make  
5 a transition from law enforcement into training and  
6 to get into training full time. I left the  
7 Sheriff's office and then went to Western Illinois  
8 University and set up shop there. We had - he  
9 developed a - an academy and a law enforcement  
10 program over the next four years, which I was the  
11 director. My boss was the Provost of the university  
12 there where they had sent me. From my boss as a  
13 provost who then answered to the president. So we  
14 were able to develop an academy program, in which  
15 when I walked in the very first day on September of  
16 1999, it was me and my briefcase and that was it.  
17 Eight months later, a little over eight months  
18 later, we had a full-fledged academy going up with  
19 our first cadets coming in. And I have to credit  
20 the staff that I hired at that time that we really  
21 worked - we put in a lot of midnight oil and we were  
22 able to get that program up and going. They  
23 expanded it over the next couple of years too to  
24 include different, more than just basic academy  
25 where we expanded into what is called juvenile

1 officer course, we had first-line supervision course  
2 and we also had fire arms training that we had -  
3 that we gave out to different agencies. From there  
4 I came out here to POST and spent six and a half  
5 years as the bureau chief. We were - during that  
6 time as bureau chief, roughly about the first  
7 eighteen months, we developed the curriculum for the  
8 state. I sat in front of this Commission about ten  
9 years ago right now out in Ely where I presented the  
10 program to everybody and they passed it as a  
11 certified program. It's the basic academy, the -  
12 all the performance objectives and everything like  
13 that. We were able to develop that and we were able  
14 to develop that through the cooperation of a lot of  
15 agencies from south to north. And we were able to  
16 put in performance objectives in the curriculum; and  
17 then this Commission certified it. And it's the  
18 480-hour course that I believe is still in place  
19 right now. From here, I left and went to NDOC,  
20 because I was given an opportunity to be the  
21 operations person for their leadership academy. The  
22 leadership academy was very involved, and also two  
23 training and management courses, because all of this  
24 time in my career I had really never been a training  
25 officer and have the actual development of programs

1 like this. I did it as a part time at the  
2 University of Illinois; but then I wanted to do  
3 that. So very fortunate and got involved distance  
4 learning at NDOC. From there I spent about 20  
5 months, and I went into my present job as manager of  
6 judicial education. You know, the three branches of  
7 government POST regulates law enforcement for the  
8 executive branch. They also regulate for the  
9 legislative branch. My position is very similar to  
10 this in that we regulate judges. Now if you can  
11 think about that. Everybody in here has dealt with  
12 judges. Right? We regulate the curriculum, what we  
13 give to judges. We provide education, training for  
14 - we take care of the records and we also - not only  
15 judges, but also court staff, court administrators,  
16 court executives and the court clerks throughout the  
17 state. That is our - my current responsibility in  
18 providing service for that. And taking that a  
19 little bit further, one of the biggest  
20 accomplishments I think we've been able to do is  
21 that in December of '13 we developed - started  
22 developing an online program for webinars and also  
23 distance education. And we had people come in and  
24 teach our staff how to do this. From that, we have  
25 developed 34 online courses since that time for

1 judges, court staff, executives throughout the  
2 state. Roughly about almost 3,000 staff. Taking  
3 that, why do I think I - I can be the best executive  
4 director? From my - my history, my commitment to  
5 law enforcement to the training. My transition in  
6 1999 I started a commitment to the training. Being  
7 a chief is a great job. I loved it; but I thought  
8 how can I affect the future of law enforcement?  
9 Working with chiefs, working with sheriffs and being  
10 a director of an organization that provides training  
11 is the most effective way to insure the future of  
12 law enforcement and to continue on and to make it  
13 better, providing more. I haven't said anything  
14 about my education. Masters of Public  
15 Administration, my undergraduate degree is in  
16 education and at both the University of Illinois and  
17 UNR there's about sixty hours of doctoral work where  
18 I attended there in pursuit of a PhD, which is still  
19 being dangled out there. I think that ---

20 RONALD PIERINI: Any questions from the  
21 Commissioners? Okay. We'll go to number two.

22 ELAINE MOORE-CERDA: Okay. Question two:  
23 What would you consider the three most significant  
24 accomplishments in your career?

25 GARY TURNER: The first accomplishment, I

1 think, is the most significant in my career is when  
2 I transitioned as chief deputy to director at  
3 Western Illinois University. And walking in that  
4 first day and having to learn everything within the  
5 university environment and then having a timeline to  
6 get an academy up and going, hiring the people,  
7 developing curriculum, finding instructors that help  
8 the curriculum, that is one of the most significant,  
9 because we were able to get that up in just over  
10 eight and half months, right around that timeframe  
11 in September to May. And it was very a very  
12 successful academy because two years later the state  
13 training board did an evaluation of all the  
14 academies in Illinois; and our academy came out  
15 number one. Some people say well we were able to  
16 create it from the, you know, bottom up. I said no  
17 we just had great people working. The second  
18 accomplishment is when I was a commander over a  
19 correctional center. We had two - two facilities  
20 and during that time was the time when ACA  
21 accreditation was a very big thing. I don't know  
22 why it is right now; but the director knows  
23 accreditation. We were able to get our facilities  
24 accredited through the American Correctional  
25 Association in a matter of about 22 months; and from



1 that we were the fourteenth correctional center in  
2 the United States to receive that honor. And the  
3 third thing that I'm particularly proud of, I  
4 mentioned just a minute ago, was our online  
5 education for the judiciary. We were able to take  
6 that and train our people, including me, because I -  
7 I've done some of the courses myself. And we were  
8 able to get that up and get it out. And, you know,  
9 they've taken subject matter experts from throughout  
10 the state, judges, court administrators, court  
11 executives, court clerks and developed curriculum  
12 and then put it on online education so that they can  
13 take it at any time they want to. And that - that  
14 would be the three things that I wouldn't say  
15 accomplishments I feel best about because it all  
16 rolls together.

17 RONALD PIERINI: Any questions from the  
18 Commissioners? Moving on to number three.

19 ELAINE MOORE-CERDA: Okay. Question  
20 three: How will you deal with difficult employees,  
21 especially in the area of deficient performance or  
22 productivity-related issues? In your answer please  
23 touch on accountability, experience investigating  
24 employee misconduct, counseling difficult employees  
25 and administering employee discipline.

1                   GARY TURNER: Okay. As far as dealing  
2 with difficult employees, you run into those once in  
3 a while in the criminal justice field as peace  
4 officers. Anyway, over my career I've taken  
5 different avenues on different people. I firmly  
6 believe that looking at the individual you cannot  
7 say one procedure, one policy covers everybody.  
8 Everybody is a little different; but as - as far as  
9 the typical way, is - my belief is that when a  
10 person comes on the job first, they are instructed  
11 in how to perform the job and it's checked off. FTO  
12 programs or - (inaudible) corporate, making sure  
13 that the person is properly trained. There are also  
14 know what is expected out of them through their job  
15 description with performance evaluation that is  
16 brought up so that the person can't say, number one,  
17 you know, well I was never told that. That letting  
18 them know exactly where they are and what they need  
19 to do to perform. If a person then starts to not  
20 perform, then you start counseling. And counseling  
21 is a form of being - take on to them on a one-on-one  
22 situation and saying look, this is what the standard  
23 is. This is what you need to do. How can we go  
24 from what you're doing to achieving this standard.  
25 I've done that several different times over the

1 years and it usually is very effective, because what  
2 you're wanting to do is number one, why are they not  
3 performing well? It could be any number of things.  
4 It could be sick kids at home, any number of things  
5 as - as far as, you know, going through marital  
6 difficulties. Maybe they're having some health  
7 problems themselves. But you want to find out  
8 through the counseling what is going on before you  
9 go forth. And if there is something going on then  
10 you can make, you know, arrangements for helping  
11 them, because that's - I think that's critical. If  
12 a person comes in doing very well then all the  
13 sudden they plummet, you know something's going on.  
14 So you want to take them aside, counsel them and  
15 then work out a plan and say, okay, what we need for  
16 you to do is use different steps so that you, you  
17 know, can get back performing. Whether it's - any  
18 number of things where there's, you know, the  
19 traffic citations are down. They're not getting  
20 their reports in on a timely manner, any number of  
21 things. But if that doesn't work then you go to the  
22 next step. And unfortunately I've had to do that at  
23 times where you say, okay, we've given you a chance.  
24 We've counseled you. You are, you know, still  
25 continuing not to do a good job. So thus, our only

1 alternative is to start a disciplinary process  
2 through first, you know, a - an oral warning, a  
3 verbal warning. And then if it continues, giving  
4 them three months to - to try to improve maybe  
5 through a reprimand. And then unfortunately,  
6 progress, you know, and giving them time to try to  
7 improve. In fact, even working with their coworkers  
8 that may - can be able to mentor them in some way  
9 that you can go to their people, maybe a senior  
10 officer or a sergeant or something and talk to them  
11 and see if they can mentor them in some way and then  
12 progress on. And unfortunately, if it gets to that  
13 point where there's a suspension, you have to deal  
14 with that. And then when they come back from that  
15 suspension, how do you deal with them then? Are  
16 they upset or have they seen the light and have they  
17 decided that yeah they're going to get back together  
18 and get their work going? And if not, and if it  
19 continues and if it's over a - a period of time,  
20 then the last resort, of course, is to, you know,  
21 terminate them. Unfortunately, I have been involved  
22 in a couple of terminations in my career as chief  
23 and as commander like that. So - but that's how I  
24 would work, you know, the disciplinary process with  
25 difficult people. My - my firm belief is is

1 everybody can turn around through counseling and  
2 working with them and seeing what, you know, is  
3 actually going on in life; but there is also the  
4 alternative where you have to go forth and do what  
5 others say that, you know, get rid of them, an  
6 unfortunate situation.

7 RONALD PIERINI: Thank you, Gary. Any  
8 questions? Okay, number four.

9 ELAINE MOORE-CERDA: Question four: What  
10 strategies do you use when you have a great deal of  
11 work to accomplish and not much time to do it?

12 GARY TURNER: Prioritize. What is the  
13 most important thing that has the closest deadline?  
14 Is - is it something like, okay, you - you get hit  
15 with a budget amendment and you have to have it done  
16 tomorrow; but yet you have other things that are  
17 going on at the same time. What is the most  
18 important thing to deal with at the time? And that  
19 is - something like that has a very high priority.  
20 So you have something that is a high priority and  
21 something that needs to be done immediately. And  
22 from that I escalate down. What can be put off?  
23 What will not take, you know - what will not hurt  
24 somebody if we're a little bit late? Sometimes you  
25 may have to go back to the person that says you

1 know, we need it by this time. Well, I have this  
2 particular thing to do. Can you push it off for  
3 another day or so? So in - basically, you know,  
4 prioritizing whatever you need to do. And - and it  
5 goes from what is urgent, what is high priority. I  
6 guess you could feel any number of things; but you  
7 either have to - the governor calls and that you're  
8 supposed to meet with the Commissioner and so which  
9 priority? The governor wants to talk about budget.  
10 Commissioner wants to talk about something else as  
11 far as within the POST; and, you know, some policy  
12 changes or something like that. Well right now  
13 during this time would it be a governor that you  
14 would brush off or would you follow the - the  
15 Sheriff here and say, look, the governor just  
16 called. We want to talk about budget. Why don't  
17 you come over and help me too? And we could talk  
18 about the POST some other time. That's what I look  
19 at, priorities.

20 RONALD PIERINI: Thank you. Questions?  
21 Seeing none, we'll go on to number five.

22 ELAINE MOORE-CERDA: Okay. Question five:  
23 Discuss your experience in developing and/or  
24 managing a budget.

25 GARY TURNER: I've been managing multi-

1 million dollar budgets since 1985. First, in our  
2 correctional division from '85 to '91. It was  
3 several million dollars. I forgot right off hand  
4 what it was; but - and then from '91 through '99,  
5 being the chief I was responsible for the entire  
6 agency budget. From '99 through 2003, I was  
7 responsible for a large budget at the university;  
8 and then for a few years within POST I've managed  
9 some of the budget that was directly affecting the  
10 POST Academy; but then now in my present position  
11 the budget that I'm responsible for is the entire  
12 judiciary. How I - how do I manage it? We set  
13 priorities and we work. Well, it was what, actually  
14 last August when we had to have the budget into the  
15 LCB. And prior to that we are constantly working  
16 budget. The staff that I have, we are constantly  
17 looking at what can we, you know, what do we need to  
18 do for the next - actually, we just don't go two  
19 years we go six, for the next six years, so we can  
20 get three budget cycles in. And we start lining it  
21 out. What is a high priority? What do we need to  
22 do first? What - should we do a list biennium? And  
23 then we start working with what have we done in the  
24 past. What have we spent on? How much was this  
25 particular conference? How much was this seminar?

1 So we're looking at the back and projecting out to  
2 the future as far as managing and far - well as far  
3 as billing it. And then myself, with the judicial  
4 education budget, we then have to present it to the  
5 - the chief justice. And then him and the budget  
6 manager are the ones that actually present it to the  
7 - the legislature. So I'm pretty lucky on - on that  
8 part. But as far as in the past, I'll - I'll take  
9 the example of when I was chief deputy. We had four  
10 major divisions that the division commanders had to  
11 work up their budget. I would work and meet with  
12 them and see what are the priorities. What do we  
13 think we're going to get? And then develop it from  
14 there.

15 RONALD PIERINI: Okay.

16 GARY TURNER: And it's - like I said, it -  
17 budget for me is, you can just - you're managing  
18 money rather than people. And you can always change  
19 around money a little bit. And what I have found  
20 too is that you may over-budget in one area, then  
21 you have another area that may not - may be - may be  
22 low. So you can actually transfer in some cases the  
23 money over. I'm not - one thing I have not found is  
24 a perfect way to budget correctly.

25 RONALD PIERINI: Okay, Gary. Any



1 questions? Number six.

2 ELAINE MOORE-CERDA: Question six: Is  
3 there any information in your background  
4 investigation report or any other document submitted  
5 to the Commission related to your application on  
6 which you would like to comment? If so, please do  
7 so at this time.

8 GARY TURNER: I've read it and I - I  
9 believe it's fair.

10 RONALD PIERINI: Okay. Any questions from  
11 Commissioners. Okay. We're on number seven.

12 ELAINE MOORE-CERDA: Question seven: What  
13 are your plans for POST over the next five years?

14 GARY TURNER: The next five years is - one  
15 of the first things that I would do as far as  
16 setting goals for the next five years is meeting  
17 with not - not only the Commission and what you see  
18 as what is the future of POST and what the future of  
19 the peace officers, correctional officers in this  
20 state; but meeting with other agency heads and other  
21 management divisions to see what they foresee. Now  
22 we - we can deal with what's now; and we know that  
23 things are going to be changing in - in the future.  
24 But as - as far as one of my goals is the  
25 development, I believe, of a continuous program from

1 basic law enforcement or peace officer where this  
2 category one, two or three and develop a core  
3 curriculum all the way from basic through executive,  
4 because there's no core curriculum that, you know,  
5 somebody can take that is sort of like say if you go  
6 to Northwestern's academy, they have a curriculum  
7 within their ten week and also their executive-  
8 management program. Here's the core curriculum for  
9 executives. Here's the core curriculum for  
10 managers, supervisors, and developing a core  
11 curriculum for something like that. I would also  
12 look at - and - and I would, from what I'm seeing  
13 with our budgets and the money coming in, we don't  
14 have - POST works off of administrative assessments,  
15 much like us. Those are - are going down. So  
16 another thing I would be looking at is talking to  
17 the legislature, the Legislative Counsel Bureau,  
18 those people about getting away from assessments and  
19 into the general fund. I believe that is paramount,  
20 because it's like anything else, administrative  
21 assessments go up and down. And you - it's very  
22 very hard to make really goals in the future if you  
23 constantly sit there going up, down, up and down.  
24 So you don't know from the month - so you have to -  
25 in that arena you have to watch budget very very

1 closely. And it's very hard to do something like  
2 that. The other - another thing that - besides  
3 developing that is working with the agencies and  
4 with the Commission. Like I said, what is  
5 important? Well there's a lot of trends going out  
6 there - use of force right now. I mean that's a big  
7 thing right now. And just recently they're really  
8 attacking the 21-foot rule on knives. You know,  
9 they - you know, for years they've been teaching oh,  
10 you know, a person coming at you with a knife, they  
11 can be 21 feet away. And you can, you know, shoot  
12 on them. Well can you really do that? There's some  
13 research going on to, you know - what that needs to  
14 be changed. The other - the other thing is - is  
15 also on communication, improving communication  
16 within the academy and report-writing and also on  
17 decision-making. To improve decision-making of all  
18 people within the peace officers, because that's  
19 paramount and some people make very bad decisions.  
20 How do you make decisions? We have judges right now  
21 that's - that's one of our core curriculum that we  
22 teach judges what is a good decision. And how do  
23 you make a good decision? Because if you make a bad  
24 decision, it's going to be on the review journal or  
25 the Sun the next morning. And like I used to tell

1 staff, don't do something really dumb on a slow news  
2 day because they will follow you for the next six  
3 months. But those are a couple of things that I see  
4 POST in doing for the next years. And taking the  
5 real lead in working with the different agencies and  
6 taking a lead - looking at the curriculum and  
7 revising it, if necessary, for the future.

8 RONALD PIERINI: Any questions?

9 GARY SCHOFIELD: Mr. Chairman, Gary  
10 Schofield for the record. Mr. Turner, stay on that  
11 vein. What else do you see as an issue at the  
12 national level concerning law enforcement training?

13 GARY TURNER: On the national level we've  
14 got use of force, we've got decision-making and  
15 communication; and other than that I don't see  
16 anything that I have personally come in contact with  
17 right now. What I do see, and I - I've been trying  
18 to follow it. It's kind of hard to do with the  
19 courts. In - in fact, I just read three Supreme  
20 Court decisions this - this afternoon that came up.  
21 If you ever want to find what the Supreme Court's  
22 thinking Thursday afternoon after one o'clock, they  
23 publish all their decisions. One of them had to do  
24 with DOC, which was actually policy for DOC; but  
25 those type of things, use of force and more

1 community involvement. And I think, you know,  
2 everybody in here has a lot of experience. And you  
3 can probably remember team policing back in the  
4 '70's, or early - mid seventies. And then that went  
5 away for a while and then we went into community  
6 policing. And now that has gone away. And what has  
7 happened since, you know, a lot of community  
8 policing - we've had to put officers back out on the  
9 street, taking them away from the communities. And  
10 what do we get? We get a Ferguson. We get  
11 something in the South Carolina. We - we get, you  
12 know, different situations that are happening. And  
13 that's why, I think, you know, pulling back to this  
14 communities and community policing is something we  
15 have to really look at in the future. Okay.

16 RONALD PIERINI: Thank you. Number eight,  
17 please.

18 ELAINE MOORE-CERDA: In the position of  
19 POST Executive Director, how will you develop and  
20 foster positive relationships with law enforcement  
21 administrators throughout the state?

22 GARY TURNER: I would do team - what I  
23 have done over the last almost four years with  
24 judges. I'd meet and develop relationships with  
25 them, getting to know them. What are their

1 problems? Because somebody in White Pine County has  
2 a different problem sometimes than Las Vegas Metro.  
3 And corrections has different problems than say Elko  
4 County. So getting to know the chiefs and sheriffs  
5 within the state, first of all, and developing  
6 relationships. I've done this with - in Illinois,  
7 both as - when I was a chief deputy and then also as  
8 a director at the university. Developing  
9 relationships so they can call me and say, you know,  
10 we have this particular problem. We have this -  
11 that. Or I can call them and say what do you think  
12 about this? Being able to bounce ideas off them; so  
13 that - that'd be one of the things in talking to  
14 them. And it's something that is, I guess it's just  
15 me is I like to develop relationships with people,  
16 get to know them and then from developing a  
17 relationship because of trust that is built and you  
18 can then go forward and work on different projects,  
19 get things solved and help.

20 RONALD PIERINI: You're done now, Gary.  
21 Right?

22 GARY TURNER: Yes, sir.

23 RONALD PIERINI: Okay. Thank you. Any  
24 questions? Okay. And the last one is number nine.

25 ELAINE MOORE-CERDA: Okay. Question nine:

1 What single message would you like the Commissioners  
2 to remember that will convince us that you are the  
3 one that should be appointed to this position?

4           GARY TURNER: My mission statement.  
5 That's - I laid out the mission statement -  
6 developed a mission statement many years ago. And I  
7 revised - I haven't really revised it, because it  
8 was short and to the point. And my mission  
9 statement is to use my education, experience, skills  
10 and training to make a positive impact in the lives  
11 of the people around me and thus making the world a  
12 better and safer place. And that's what I like to  
13 be remembered about, is that when I come in to  
14 something I give it my all. I work very hard at it;  
15 and I care about the people that are around me. And  
16 the education, experience, skills and training that  
17 I have accumulated over 40 plus years in this  
18 career, and my education, I can (inaudible) on them.  
19 If they accept it, if it's good, if it's not. And  
20 that with my focus of them improving and making it a  
21 better, more positive and thus safer place to live.  
22 And that's - that's what I want to leave with you is  
23 my mission statement that I've had for several  
24 years. I look at it quite often. Sometimes I try  
25 to commit it to memory but it's ---

1                   RONALD PIERINI: Any questions? Thank  
2 you, Gary.

3                   GARY TURNER: Okay. Thank you.

4                   RONALD PIERINI: Okay. I guess the next  
5 step, what we're going to do right now is that we  
6 are going to have a deliberation about the  
7 candidates who were here today; but first of all,  
8 what I'd like to do is to get public comment from  
9 anybody in the that would like to make comments on  
10 any of these - these individuals who presented  
11 themselves. You can say your name and the agency  
12 you're from.

13                   BOE TURNER: Good evening, I believe it  
14 is. My name is Boe Turner for the Record. I have  
15 thirty years law enforcement experience in  
16 California. I have nine years experience here in  
17 POST. I personally know all five of the applicants.  
18 I've worked with three of them. I read the public  
19 documentation, including the background  
20 investigations. And in my personal opinion, I  
21 believe the most qualified candidate for the  
22 Executive Director's job is Mike Sherlock. Thank  
23 you.

24                   RONALD PIERINI: Sure. Anyone else in the  
25 audience that would like to make a comment? Okay.



1 Now we're going to go into deliberation. Oh, I'm  
2 sorry. There's somebody else coming. I didn't see.  
3 I apologize.

4 KATHY FLOYD: My name is Kathy Floyd for  
5 the record. I'm the Executive Assistant here at  
6 POST. All applicants appear to be qualified for the  
7 job; but from personal experience I think Mike  
8 Sherlock stands out more qualified than the others.  
9 Mike's worked for POST for almost five years. In  
10 this time he's attended numerous meetings, conducted  
11 numerous audits, created great working relationships  
12 everywhere he goes. He does not hesitate to put  
13 himself out there no matter how much pressure he may  
14 be under, he continues to conduct himself  
15 professionally. No matter how many directions he  
16 gets pulled in, he remains calm, patient, and above  
17 else professional. Having a director with the vast  
18 experience Mike has would be a huge benefit to POST.  
19 Over the past years he's become the one we rely on  
20 more often than not. He's the one that you can ask  
21 a question of even though you feel it may be a  
22 stupid question; and he will never make you regret  
23 asking that question. He will explain something  
24 over and over because you just don't get it and  
25 never lose his patience. He can be very passionate

1 about the job; but that's because he cares. He  
2 cares about the agency. He cares about the people.  
3 If you want the agency to continue progressing, I  
4 think Mike's the person that you're going to want.  
5 He will maintain and continue to improve our image  
6 and the relationships with the law enforcement  
7 community. He understands the importance of what  
8 POST should be; and I believe he's going to be very  
9 - very beneficial in giving us that. Thank you.

10 RONALD PIERINI: Thank you very much.

11 BARBARA CLARK: Hello. My name is Barbara  
12 Clark. I'm not with any agency. I'm a citizen of  
13 Douglas County. I am related to Dick Clark, ex-  
14 director of POST. I'm here because I have an  
15 invested interest in seeing the integrity and the  
16 development of POST continue as I watched it develop  
17 under the 21 years of - with my husband's guidance,  
18 as well as you fine gentlemen here. I was most  
19 impressed by, again, echoing what I'm hearing here,  
20 what Mike Sherlock said about - when asked about  
21 what would he like to see done with POST. His  
22 answer I wrote down was to increase the relevance  
23 and the reputation of POST, the integrity and the  
24 standards. And that's to me what POST is about.  
25 And that's to be what my husband did over the last

1 21 years in the state and for POST.

2 RONALD PIERINI: Thank you.

3 BARBARA CLARK: Thank you.

4 SHIRLEY MICALLEF: My name is Shirley  
5 Micallef for the record. I'm the business process  
6 analyst here at POST. I've been here for seven  
7 years. I've found Mike Sherlock to be the go-to  
8 guy. He has helped tremendously in the automation,  
9 the online forms. He answers the questions that I  
10 need to progress technically and in the procedures  
11 that we follow here. And so I would strongly  
12 support Mike Sherlock as the Executive Director at  
13 the POST.

14 RONALD PIERINI: Thank you. Am I missing  
15 anybody now that - from the audience would like to  
16 come up? Okay. Then that section is closed and  
17 we're going to go on to deliberation, which is the  
18 opportunity for us to maybe communicate a little  
19 bit, maybe with Mr. Wright we could start with that  
20 and to maybe give us some ideas of what your  
21 thoughts are.

22 JAMES WRIGHT: Wow, right out the gate.  
23 Well I - I - I will be - I will be honest with all  
24 of you. Sitting here and listening to all of the  
25 candidates today, I think that - I think that what

1 we need is some new - new blood, new life coming to  
2 the POST - POST Commission, the POST operation. I -  
3 I understand the - the loyalties and, you know, the  
4 recommendations we've just - just heard; but  
5 honestly I didn't feel a some - a -a jump out grab  
6 me today.

7 RONALD PIERINI: Sheriff Watts?

8 DAN WATTS: I kind of echo Wright.  
9 Everything that was really said just kind of came  
10 right out of their - their bio; and - and just  
11 nothing really jumped out for me to say that I could  
12 make a quick decision right now.

13 RONALD PIERINI: Lieutenant.

14 TROY TANNER: Yeah. It's definitely a  
15 hard decision. I think I understand how important  
16 training is in our state and the reputation of our  
17 trainers by their departments. Listening to the  
18 candidates today, the only two that - the top two  
19 for me is Mike Sherlock and Tom Finn going off the  
20 interviews today. So, I'm still uncertain, so ---

21 RONALD PIERINI: Okay. Thank you.

22 GARY SCHOFIELD: What I'd like to add to  
23 the record, Gary Schofield for the record, is I  
24 think that everybody is - is seemingly qualified to  
25 take over this job; but my concern is why I asked

1 the question I asked, having just gone through at  
2 the Las Vegas Metropolitan Police Department almost  
3 three years of examination by the Department of  
4 Justice, by the Civil Rights Division, the  
5 collaborative reform, we are, unfortunately, and  
6 it's not that Metro is the perfect agency. We're  
7 not; but we have a lot more scrutiny than anybody  
8 else does. Just recently as last week we had over  
9 130 different news outlets, national, international  
10 at the table looking. And I can also tell you that  
11 Sheriff Gillespie, who was the former Sheriff, and  
12 Sheriff Lombardo, have both looked at this at the  
13 national level, hence the reason I asked the  
14 question. And my concern is in this current format,  
15 Sheriff, we don't really get to dig in too much. It  
16 almost felt like an oral board. I appreciate - I  
17 appreciate everything that was done to set this all  
18 up; but I don't walk away with the feeling right now  
19 that this POST Commission will be shepherded in to  
20 the next four or five years without any problems. I  
21 think that they have everything set in place. We've  
22 done a fantastic job. Mrs. Clark, your husband has  
23 done a fantastic job. I've worked with him for over  
24 20 years, plus as the training bureau commander in  
25 the Professional Standards Division Commander,

1 Nevada POST without a doubt. He has gone to the  
2 next level. But I can tell you of my concern. I  
3 was asked to testify at the President's Commission  
4 on Twenty-First Century Policing. And that panel  
5 went around the nation and took testimony throughout  
6 the place. And I actually had to fly up to Phoenix,  
7 along with the Assistant Sheriff Primos. And one of  
8 the issues that came up was why are the POST  
9 Commissions in the various states not taking the  
10 forefront on these issues that are currently facing  
11 this nation? And that was taken down. It's inside  
12 of those documents, because if you remember, and I  
13 was not around, I was a baby at the time. The  
14 Commissions came about in order to professionalize  
15 American policing; but we don't - we have challenges  
16 that are currently facing us in our state  
17 governments and our local governments not taking a  
18 look at the fundamental thing that everybody keeps  
19 demanding. I've sat on the panel listening to ECLU,  
20 NAACP and a variety of different people and they  
21 keep coming back to training. But as my testimony  
22 was in that panel that you can pull up online, I  
23 said, you know, it's sort of like this. My kid  
24 plays baseball and he gets more practice playing  
25 baseball right now and football in Las Vegas than we

1 do for American policing. And I listen to the  
2 concerns of smaller agencies in this county alone.  
3 You know, you can't afford to do what the  
4 Metropolitan Police Department can. When Sheriff  
5 Gillespie had an issue, we pulled out an entire ten-  
6 man element out off the street, staffed it up, put  
7 in place reality-based training; and then made  
8 everybody on the agency go through that. That's a  
9 lot of time and effort; but listening to White Pine  
10 County how is he going to accomplish that? So if -  
11 whoever comes into that seat has to be able to push  
12 that agenda or the agenda will be pushed for us at  
13 the national level. You know, they're all spot on  
14 but my - my concern is we have future challenges. I  
15 appreciate being reminded of Officers Soldo and  
16 Beck, both personally who worked for me, both that I  
17 personally put to the academy. The Sheriff is going  
18 back to put their names up on the memorial wall.  
19 Unfortunately, in my position I got to see the video  
20 where they were killed. I hope that video never  
21 becomes public. But you look at those issues,  
22 issues that we're dealing with in the State of  
23 Nevada. Ferguson Police Department is not a major  
24 police department; and the level of training for  
25 Ferguson, we're being criticized. Well what did -

1 was that chief or that sheriff to do? So I - I  
2 think that we need to make sure that whoever we put  
3 in that seat has the horsepower to go back and push  
4 through the legislature and speak for us as a  
5 Commission, because we're all very busy people. A  
6 lot of things are going on; but this state alone has  
7 just dealt with a major fight being dropped on us in  
8 the State of Nevada. We have BOM issues all of us  
9 are dealing with that. We had officers involved in  
10 misconduct issues that are becoming national. I  
11 think that it's very important for us as a  
12 Commission to pick somebody that will be sitting in  
13 that seat for a period of time that understands that  
14 and understands the issues that are occurring at the  
15 national level. But if we're not careful, we're  
16 going to get dictated to by the federal level.

17 **RUSSELL PEDERSEN:** Well first I think I'd  
18 like to thank all the candidates first off. I mean  
19 they have many many years of experience; but I want  
20 to echo what the other members have said. I don't  
21 think anyone blew - at least me, out of the water on  
22 these interviews. If we are going to take this  
23 process, and that's the process that we stick with,  
24 then I do think there is one candidate that did, you  
25 know, stand out among the rest. I think it says a



1 lot for their peers and coworkers to come up and  
2 talk about this person. Certainly I - I echo one of  
3 the speakers on at least he had a plan for POST.  
4 Agree with it or don't agree with it, we at least  
5 get a vision for - for the next four or five years  
6 what that vision's going to be. And that's that  
7 relevance question that you are relating to; so we  
8 need that person that's going to step up and go  
9 after it. But again I have to echo, no one blew me  
10 out of the water on this. I - I expected more.

11 RONALD PIERINI: Okay.

12 CLAIR MORRIS: Well, being new to the  
13 board, I am thrown in to this right off the get go  
14 so you've got inexperience. I appreciate the  
15 support that the people at - here at POST that work  
16 for Mr. Sherlock. I would expect that. I would  
17 hope that they would support him. I have a little  
18 bit of concern. He's got a lot of irons in the  
19 fire. I'm not sure he'd be able to devote the time  
20 and the energy with four other jobs. I don't know  
21 if he plans on giving up those other jobs and  
22 devoting his time to POST a hundred percent. I  
23 don't know that. At this point, it's kind of hard  
24 to get into some of this stuff, to - to ask him  
25 that. However, you know, he's definitely qualified.

1 I also think Mr. Finn is very qualified; and I've  
2 got it - got it down to those two individuals at  
3 this time. I'm not sure how - what direction we're  
4 going to go; but I just hope that if Mr. Sherlock  
5 did get this position that the other jobs would have  
6 to be secondary, because this POST Commission or  
7 this POST Executive Director is going to be more  
8 than a full-time job.

9           DALE LIEBHERR: I, too, want to thank each  
10 of the applicants. I think they are very well  
11 qualified. I think they did extremely good. This  
12 has been a heck of a process they've had to go  
13 through; but I'd like to echo the director, I also  
14 think that we need to think outside the box and -  
15 and look at some new blood. We need a forward-  
16 thinking individual, someone that - that has good  
17 vision for POST; and who can take us into the - the  
18 - the next step, if you want to say, the next level.  
19 I, too, have a couple of individuals that I ranked  
20 number one and number two. And those two are, you  
21 know, Mr. Finn and Sherlock; but, you know, I think  
22 like, you know, like everybody's thoughts is is  
23 nobody blew me out of my chair, but some very well-  
24 qualified individuals. It's going to be a tough  
25 decision.

1                   RONALD PIERINI: Thank you. Mr. Cox

2                   GREG COX: I'm - I'm going to echo the  
3 fact that I think all of them are very-well  
4 qualified. I, you know, sitting from the  
5 correctional background and having to deal with some  
6 of the things I've been dealing with lately, I think  
7 you have to - you have to look at national  
8 standards. You have to look at what we're - we're  
9 all doing with them. You have to look at training;  
10 and I - and I - I totally agree. The training is  
11 one of the key elements; and I think, you know, my  
12 discussions with Dick over the years and calling me  
13 whether I was a deputy director in operations or the  
14 director talking on some of the issues we had, I  
15 think - I think really looking at training and  
16 looking at the future of training and how important  
17 it is to reduce our liability, how important it is  
18 to get out into the community. You know,  
19 corrections we're dealing with a lot of issues  
20 associated with our release of inmates, what we're  
21 doing with them while they're incarcerated? While  
22 they're out there in the community, what - what's  
23 going on with them so they don't come back to  
24 prison. So I think we've done some good things with  
25 that; but I - I really think what we need to look at

1 in regards to training is, you know, looking at  
2 national dispatches and those standards. What what  
3 are the most successful training are some of the  
4 POST Commissions doing in and around the country?  
5 How are they taking these issues that are foremost  
6 in our minds - whether it's Ferguson or it's South  
7 Carolina or it's New York, whatever's going on; but,  
8 you know, I look at it from a correctional  
9 standpoint. I mean certainly what's affecting the  
10 community, community policing and how we're dealing  
11 with people. You know, we deal with it all the time  
12 in prison. We're dealing with people that - that  
13 have violated our laws, our rules, our regulations;  
14 and certainly I think training corrections is  
15 something that we historically have lagged behind in  
16 law enforcement policing and we - it shouldn't. So  
17 I think, you know, one of the things for me on this  
18 Commission has always been, and I totally agree to  
19 evaluate what we're doing with training when it  
20 comes to detention and corrections. I think that's  
21 one of the reasons I'm on here. And look at it from  
22 the standard of how we can make it better, how  
23 training can be better. And certainly looking at it  
24 from the standard of all the police agencies. I'm  
25 looking at - we can have the best POST Commission

1 even possible. I agree, people across the country  
2 say what do these POST Commissions do? A lot of  
3 people don't know they exist. I know outside of us  
4 law enforcement and public, you know, public safety  
5 entities. What do you guys do and what are you  
6 doing to help shape - reshape police or corrections  
7 in this country? And I really think, I honestly  
8 believe that what we're dealing with is not going to  
9 go away. And I think we're going to have to focus  
10 on our training, communications, the future of our  
11 business to make sure that the public, the people  
12 that we serve support us. And I think decision-  
13 making and scenarios and others things that you were  
14 talking about are critical. I think decision-making  
15 is a big issue. I think how do we make people make  
16 better decisions when they're out there in the front  
17 and they're doing what they're doing? I didn't have  
18 anybody that blew me away either. I think we had  
19 some very good candidates. Yes. I was impressed  
20 with - with - with Finn. Yes. I like Sherlock. I  
21 think some other people did bring some things to the  
22 table that I thought were important; but yes, nobody  
23 blew me away.

24 RONALD PIERINI: One of the things that we  
25 had talked about was the fact that we do not have to

1 select anyone out of this pot. We're going to have  
2 to go through the whole process again. If that's  
3 what happens, that's what we have to do. And I want  
4 you to be very, you know, just taking a person to  
5 fill a slot is not really what I'm hearing. What I  
6 am hearing from everybody here is that we want to  
7 have somebody a little higher that has better vision  
8 of what they want to do and what the weaknesses have  
9 been and what we have to accomplish. So we can do  
10 one of a couple of things. Somebody may make a  
11 motion that none of those are fit; and that we go  
12 through another process in the next six months. And  
13 that's okay. Or somebody may make a motion in order  
14 to select a person that they wish to have. So I  
15 guess what I'm looking for is a motion, if somebody  
16 would make that, and we can go from there.

17           RUSSELL PEDERSEN: (inaudible) if the  
18 process, and - and I was not here for this, would we  
19 have input in what questions are being asked? And -  
20 and then I don't know if we were - if this group was  
21 given the opportunity to ---

22           RONALD PIERINI: One of the - if I could,  
23 please, one of the things that we did do is, you  
24 know, I did send an email, I believe, to everyone  
25 here. And that's probably not including you because

1 you just (inaudible). The point of it is though is  
2 that I wanted to ask you to - to respond to what  
3 kind of questions would you like to have listed on  
4 here at this event? I did get a couple. And I  
5 appreciate that; and I think that primarily we  
6 worked, Mr. Jensen and I and HR and some others so  
7 that we could come up with them so we thought it  
8 would be pretty good for that. So that's what we  
9 did do.

10               RUSSELL PEDERSEN: Is it a possibility  
11 that we can do a second interview with candidates;  
12 and, you know, each Commissioner come up with a  
13 clarifying question that we would like and complete  
14 another duty?

15               RONALD PIERINI: Absolutely. Yeah, sure  
16 could.

17               GARY SCHOFIELD: Mr. Chairman, can I ask a  
18 question?

19               RONALD PIERINI: Sure.

20               GARY SCHOFIELD: And this is for Mr.  
21 Jensen. Could we narrow it down to two candidates  
22 (inaudible). We narrow it down it down to two and  
23 then we bring those two back and have more of a  
24 discussion as opposed to a scripting, because I  
25 think my - my problem is I don't - I want to ask

1 more questions and get understanding what I know so  
2 I'm comfortable, because this - this is an important  
3 department decision that will be for the state. So  
4 from what I heard, I - I concur that there are two  
5 individuals, like everybody else has said, former  
6 Chief Finn and Mr. Sherlock; but I wasn't able to  
7 dig in as much - so that I could make an informed  
8 decision. And if we can do that then I think, you  
9 know, I possibly could make a motion to say that we  
10 bring those two back for discussions and have what  
11 professionals do, because they're at the same level  
12 as us. They both know this job. Ask questions back  
13 and forth. I felt constricted by the questions; and  
14 I know - I appreciate they were sent out before; but  
15 it is a matter of we are the Commission, he is our  
16 employee looking at the NRS working for us. So I  
17 also sort of want a health trust. We hired a health  
18 trust director recently and that's what we did. We  
19 narrowed it down to two and sat down and had  
20 discussions with them. From there we came to a  
21 consensus.

22 RONALD PIERINI: Okay, but the problem may  
23 be, and that's what Mr. Jensen's here for, along  
24 with HR, is the fact that what can we do outside the  
25 box; and - and - and Mike can we do that?



1                   MIKE JENSEN: Mike Jensen for the record.  
2 I - I think you have a lot of, excuse me,  
3 flexibility on - on how you deal with that. The -  
4 the scripted questions are just to ensure, you know,  
5 fairness in the process. If anyone were to ever  
6 challenge the selection and claim some sort of  
7 discrimination or something else you can say you  
8 were asked the same questions. There wasn't any  
9 special questions that were asked to one and not the  
10 other. So those are the reasons we script the  
11 questions; but there's no legal requirement that you  
12 have that set of questions. The legal requirement  
13 for you guys is it has to happen in an open meeting  
14 that's agenzized and there's an opportunity for both  
15 your interactions and the POST's interaction.

16                   RONALD PIERINI: So the question really  
17 comes down to that if you wanted to selected those  
18 two to have another interview with right now, or  
19 should we wait for a while? And to come up with  
20 more questions that maybe you may want to have just  
21 to - should it be confronted with those two only?  
22 We could do that either way.

23                   CLAIR MORRIS: Mr. Sheriff ---Yeah, I'll  
24 echo what Gary said -I - I agree that I'd like to  
25 make a motion of that type of scenario ---

1                   RONALD PIERINI:   Okay.

2                   CLAIR MORRIS:   On the two, maybe and then  
3 Mr. Jensen, you brought up a great point.  They  
4 could all sit in here at the same time; and then you  
5 ask the exact same question and both answer it; and  
6 then the next question that guy goes first.  So that  
7 way, you know, you've thought about it so it's fair.

8                   MICHAEL JENSEN:   Sure.

9                   CLAIR MORRIS:   So, then we can each ask  
10 something open rather than write something down when  
11 we think of it we'll get back, you know.

12 (inaudible)since you said that,(inaudible)  Because  
13 that is a concern from (inaudible) from the other  
14 end is uh Mike Sherlock holding four jobs or  
15 whatever he said he had, after I started thinking  
16 about it too going it's a full-time job.  You know,  
17 so we - I want to ask more but I didn't dare.  So  
18 anyway, it would be nice to have that open dialogue,  
19 for sure.

20                  RONALD PIERINI:   Are we ready for doing  
21 that?  Are - everybody have or maybe some of you  
22 have some questions that you would like to do now.  
23 Are you prepared enough to be able to ask those  
24 questions?  And I guess the answer is yes, is what  
25 I'm hearing.  And that's good.  So if you wish to do

1 that we can bring those two back in.

2 UNKNOWN SPEAKER: Yeah. Do it now, we've  
3 got time.

4 GARY SCHOFIELD: Yeah, if you could get me  
5 on a different flight

6 (VARIOUS LAUGHTER)

7 UNKNOWN SPEAKER: Could - could I just  
8 make one motion? When that time comes, from the top  
9 two and we can think about it and maybe

10 RONALD PIERINI: another time?

11 (INAUDIBLE):

12 RONALD PIERINI: Yes. And - and I can  
13 tell you this is that Tim Bunting over here as the  
14 interim. He's done a great job for us; so there's  
15 not a problem with dealing with time. It's not that  
16 Tim is going to be leaving here or any of that. He  
17 - he can continue doing that. So it's not like  
18 we're rushed and we've got to have that position  
19 done. So what I think maybe we should do. Somebody  
20 else should probably do that kind of a motion then  
21 I, but to say that we would postpone this for a  
22 period of whatever you decide; and then we're going  
23 to have to meet again. At that time, though, as I'm  
24 going just as a suggestion is too, is - is that to  
25 really think about that and to be able to come up

1 with some good questions if you wish. Obviously  
2 nobody's mandated to do that; but if you some things  
3 that bothered you about that, some things that were  
4 never answered, never had the opportunity to get  
5 that kind of question, we could certainly come back  
6 here in 30 days, two weeks, one week. It's - it's  
7 up to you. Okay? So I'm looking for a motion.  
8 Chief.

9 TROY TANNER: I'll be more than happy to  
10 make a motion.

11 RONALD PIERINI: Thank you.

12 TROY TANNER: Troy Tanner for the record.  
13 I make a motion to get the two top candidates, which  
14 I'm saying is Mike Sherlock and Thomas Finn. And  
15 then have them come back for additional questions.  
16 And, I guess, open questions and within a month  
17 period - within a 30-day period we can schedule  
18 another meeting.

19 UNKNOWN SPEAKER: Second.

20 RONALD PIERINI: Second, and discussion?  
21 I will make a discussion. And that is the fact that  
22 we will try to fit that in within a 30-day period;  
23 but we're going to have to - to have (inaudible)  
24 because I want to see, and I think all of us - all  
25 nine of us have to be here. I think it's a very

1 important thing that we're doing. So we'll look at  
2 schedules and see what POST can provide as far as  
3 their ability to be there too. Mr. Jensen's very  
4 important to be here. And we'll try to come up with  
5 some selection dates and we can go from there. So -  
6 --

7 TROY TANNER: Sounds good.

8 RONALD PIERINI: So is that okay?

9 TROY TANNER: Yeah. That's a - that's a  
10 motion. Sounds good.

11 RONALD PIERINI: Okay we got a first. We  
12 got a second dealing with discussion?

13 UNKNOWN SPEAKER: This is for the  
14 discussion. The only thing I would ask, though,  
15 from a - on an HR standpoint is some guidance on the  
16 fairness of the process and that you're dependable  
17 for - for - for this board in the meantime. So that  
18 way we can provide the appropriate questions,  
19 number, et cetera, et Cetera - some guidance from  
20 you as an employee.

21 RONALD PIERINI: Any other discussion?

22 Okay. All in favor?

23 COMMISSIONERS: Aye.

24 RONALD PIERINI: Any opposed? Okay.

25 Thank you. We're not done yet; but believe me we're

1 almost done. Yeah. Maybe we should ---

2 UNKNOWN SPEAKER: Bring them back.

3 RONALD PIERINI: --- bring them back in

4 here. So ---

5 UNKNOWN SPEAKER: Two weeks from today.

6 UNKNOWN SPEAKER: Last guy in has to buy

7 supper.

8 RONALD PIERINI: Okay. We've got all the

9 applicants here. I want to thank all - all five of

10 you for - for participating in that. You all did a

11 really great job. The motion that was just made

12 ourselves was - was POST Commission is, I believe,

13 selected two down to - to be able to be re-

14 interviewed again. They did not select one person.

15 They didn't select to - to be able - to be their

16 director. So what we're going to do within the next

17 30 day - or 30 days or so is we're going to have

18 another meeting and ask those two to come back here

19 and answer other questions. And those two are Tom

20 Finn and Mike Sherlock. For those other three we -

21 we thank you very much; but those two that - what I

22 just had mentioned we will notify you when and

23 where. Thank you very much. Okay. Any other -

24 okay. We're now going to number nine, and that's

25 public comment. Is there anybody else in the

1 audience that would like to make a comment of things  
2 that we have - is not listed here as today. Seeing  
3 none, we're closed now with discussion of public  
4 comment. For the upcoming Commission meeting, we've  
5 already talked about that. We will make that  
6 happen. We will publicize that within the legal  
7 system; and also work it out with POST and also all  
8 of you. And so with that in mind I'm looking for  
9 adjournment. And I need to have someone make a  
10 motion.

11 UNKNOWN SPEAKER: Make a motion to  
12 adjourn.

13 UNKNOWN SPEAKER: Second.

14 RONALD PIERINI: Thank you. All in favor?

15 COMMISSIONERS: Aye.

16 RONALD PIERINI: And don't forget you've  
17 got to turn that ---

18

19 (MEETING ADJOURNED AT 06:21pm)

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C-E-R-T-I-F-I-C-A-T-I-O-N

I certify that the foregoing is a true and accurate transcript of the electronic audio recording from the meeting in the above-entitled matter.



5/20/2015

**Leslie N. Hester**

DATE

COURT REPORTING SERVICES