

**Carver Select Board
Meeting Minutes
Town Hall
December 15, 2021 - 10:00am**

In attendance: Chair Mark Townsend, Vice-chair Sarah Hewins, Jen Bogart, Jim Hoffman and Assistant Town Administrator Elaine Weston

Via remote participation: Robert Belbin

Chair led the meeting with the pledge of allegiance and read the community prayer.

Candidate #1: Robert Reed

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest? Reed stated he retired in September from Leicester and began interim through a colleague. It is important to stay connected, be engaged and it is a good opportunity and timing for him.

Sarah: Why do you want to come to Carver in particular? It is largely the time of year and descent length of commute. All indications are the type of town he is looking for.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future? Reed stated keeping rural character, dealing with the pandemic and dealing with funding capital, and it is similar to the challenges other communities face.

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition? Reed stated the most important thing would be to make sure the transition goes as smoothly as possible. He has a cooperative management style. Reed stated he could also assist in the recruitment. An interim could be a fresh set of eyes and may be able to recommend something from a different perspective. There is an opportunity with an interim to be able to make difficult decisions.

Bob: what have you done to understand Carver's financial and budgeting process?

Reed stated he looked at DLS reports and budget reports and Carver is in a good budgetary position.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Reed stated he wouldn't see it as any different than the full-time administrator. Communication is essential. He would not be doing anything that the Board is not fully aware of.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Reed stated while in Sutton in the 1980's when Town Administrators were being established throughout the state and he was their first Town Administrator and while in Westport, they received a grant to build a senior center and put an elevator in the town hall. There was a big segment of the community that did not want a senior center. He was glad to be able to leave a lasting effect on the community and it was gratifying. In another town where he was the first Town Administrator, there was a government study and as the Board changed, they did not support the position and he ended up leaving.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

He saw the MRI study on the Police Department and would learn more about them as he learns about Carver.

Bob: How do you handle Human Resources issues and discipline of employees.

Reed stated the most important thing is to try to save the situation, help the person and the reasons the person may not be performing. He has dealt with Department Heads and if there is an issue will walk around to check on people if needed. Reed stated he does not do this with Police and Fire Chiefs as he has found they are professional and can handle their own issues.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Reed stated his experience and references will show that he is the best candidate.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Reed stated he would be in close contact with Department Heads and his door is always open. He has had people that have never had the opportunity to speak to the Town Administrator. It is important that they be considered valued, even though they may not always get what they want. Reed stated he believes in training.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Reed referenced a town that was tearing down old houses and larger houses were being put in, which occurred in a town outside of Boston and referenced it as rural. He stated he would need to look at the master plan as rural can mean something different from town to town.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

He is available to start anytime and would be hopeful to have an overlap with Rick LaFond. He would prefer to be in the office 3 days a week and would be on call the remainder of the time. Salary is negotiable with a daily rate.

Townsend asked if he had any questions for the Board or anything further to tell the Board:

Reed added that he enjoys the profession and being an interim and would do his best for Carver. He would approach the job as if he was the full-time administrator.

Minutes:

Approval of Minutes of 12-1-21:

Motion to approve by Hoffman, second by Hewins

Vote 5-0

Approval of Minutes of 12-7-21

Motion by Townsend to approve, second by Belbin

Motion amended by Townsend to include changes by Bogart, second by Belbin

Tabled until later in the meeting.

Candidate #2: George Zoukee

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest?

Zoukee stated he spent time in Carver several years ago and visited in October. He is familiar with the area and would look forward to serving the community.

Sarah: Why do you want to come to Carver in particular?

Zoukee stated he likes the location with its proximity to Boston, Providence and the Cape. He looked at the bond rating and it is good to be taking over something that is already in good shape.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future?

Zoukee stated there will always be financial constraints and doing more with less will be a challenge.

Jen to: Mr. Zoukee, Mr. Burgess, and Mr. Guerino if they have established residency in the area:

Zoukee stated he looked at furnished temporary housing and his goal would be to purchase something and could start reasonably quickly

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition?

Zoukee stated he would get to know the Department Heads and the Town quickly without the luxury of a lot of time. He stated it would not take long to get up to speed quickly.

Bob: what have you done to understand Carver's financial and budgeting process?

Zoukee stated he researched everything available on the website and that he is good with budgeting and with numbers which is a strength he could bring to the community. The Bond rating is a good reflection on the community.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Zoukee stated he has worked with governing boards in Boston, New Hampshire, New York and California. His job would be to act on the direction of the Board.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Zoukee stated while he was treasurer in New York City of the Municipal Finance Authority, they had a AA Bond Rating and worked behind the scenes where they were able to cut off commercial customers and retrieve past due funds which helped the Bond rating. The Bond rating then increased to a AAA Bond rating.

Zoukee stated there is not one problem he can point to as a regret. There were a few times he left a job after a couple of years and should have stayed longer to see projects through.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

Zoukee doesn't have knowledge of the departments yet and did not see any problems. Retention and recruitment are a challenge now and he would work with the Chiefs on that.

Bob: How do you handle Human Resources issues and discipline of employees.

Zoukee stated he oversaw Human Resources in California and New Hampshire where at one of those, he had an employee who drank her lunch and was able to take care of that situation.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Zoukee stated he is uniquely qualified and has had a diverse career and has spent the bulk of his career with the Division of Local Services as well as the New

Hampshire municipal bond bank. He brings the financial and municipal background.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Zoukee stated he understands recruitment and retention is a problem with communities and creating a good workplace is helpful in this. He would like to set realistic goals and has not had a lot of turnover for employees working for him and he has strived to create a respectful workplace.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Zoukee stated it is good to have proper zoning and attract the right kind of jobs to the community and to retain good zoning and planning. The Town Administrator would be the cheerleader for the community.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

He is available to start on January 3rd. He would look for housing and has found options. The salary range would be in the same ballpark as the permanent Town Administrator.

Zoukee stated in this job in Washington DC, there was no one in that role in over 2 years. When he started he had to get to know the industry, the staff and bring them back into professional management. Within 2 months he had everything up and running. He noticed people had not been cross trained and he made sure that happened with staff.

Hewins asked if Zoukee had any questions for the Board.

Zoukee asked the timeline for the Board. Townsend stated the current Administrator's contract ends 12/31 and they are looking for someone to start immediately and the Board will be making a selection relatively soon.

Zoukee asked if the Interim is allowed to apply for the permanent role. Townsend stated yes.

Hewins stated the process for selecting a permanent Town Administrator is confidential through the screening committee so the Board members will not know who is applying.

15-minute break

Townsend announced an updated interview schedule moving up all of the times of the interviews on the agenda.

Candidate #3: Michael Burgess

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest?

Burgess stated he applied for several city manager positions around this area and he believes he is qualified for the position.

Sarah: Why do you want to come to Carver in particular?

Burgess stated he would like to work in a smaller town. He has worked in big cities and would like to be in a smaller town around this area and Carver seemed like a nice fit.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future?

Burgess stated development and creation of high value jobs is an issue as well as dealing with issues of a town this size such as revitalization of the downtown area and the Board would be more qualified to answer.

Jen to: Mr. Zoukee, Mr. Burgess, and Mr. Guerino if they have established residency in the area:

Burgess stated his address is in Oregon. He came back to the states and is trying to get back to the country he would prefer to be in. He does not live here now and is willing and prepared to move here.

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition?

Burgess stated a town in transition has a lot of cards on the table and other people would be picking up the slack. He would be picking up that slack and getting everything properly organized for the permanent town administrator.

Bob: what have you done to understand Carver's financial and budgeting process?

Burgess stated he has done absolutely nothing and that he is a quick learner and would be able to understand it within a few hours.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Burgess stated the role of interim is possibly more important than the role of the permanent to make sure things are getting done.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Burgess stated he does not have any professional regrets. He stated his accomplishment he is most proud of would be doing 2 complete historical buildings from top to bottom in Budapest as well as protecting the buildings. He was also able to create jobs.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

Burgess stated that he does not know much, but would analyze it from top to bottom for an opinion on it.

Bob: How do you handle Human Resources issues and discipline of employees.

Burgess stated he does not like to lose employees. He likes to work with the employee to try to keep them if possible. Burgess stated he would find out why tasks aren't being completed, offer additional training, coaching and whatever is needed to try to keep them.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Burgess stated he had a position where he switched from project to project and they were usually quite large. Each project was like starting a new business as they were construction projects. Through doing this, he was able to learn to land on his feet, hit the ground running, organized and within the budget.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Burgess stated he is a relationship and team builder. He stated that quality is the most important one to make people feel a part of things which builds camaraderie.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Burgess stated rural character means farms and land. He stated if Carver has the procedures in place, the regulations need to be enforced, or if not in place, then they need to be put in place in order to retain rural character.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

Burgess stated he is available for whatever hours are needed and is available January 1st.

Townsend asked if he had any questions for the Board or anything else to add.

Burgess stated he knows that people with Town Administrator experience are going to apply and he asked the Board to look at the qualities he has to offer.

Hewins asked what he knew about Mass General Laws or Procurement Laws.

Burgess stated absolutely nothing.

Minutes of 12-7-21:

Hewins had amendments to the minutes.

Motion by Townsend to approve the 12-7-21 minutes as amended, second by Bogart.

Vote 4-0-1 (Hoffman abstain)

15 minutes recess

Candidate #4: Michael Sullivan

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest?

Sullivan stated he retired in 2017 and was asked to come back to Newburyport during Covid and then retired. He is ready to come back to work. He stated you need to be a good communicator and a good listener and he possesses those qualities.

Sarah: Why do you want to come to Carver in particular?

Sullivan stated it is what is available and it is very different than anything he has done. He does like this area of the state.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future?

Sullivan stated the battery storage is going in and the Planning Board will need to work with the Select Board on future planning as this will impact the school department. While he was in Newburyport, the town marketed a corn field to be a 55 and over community and the entire picture needs to be thought through and there will be growth.

Townsend clarified the different development projects.

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition?

Sullivan gave an analogy of a lot of football coaches have left in the last few weeks. The interim coach is going to come in where everyone is already in place and the Interim's job is to make sure everyone communicates. He would hold weekly staff meetings. He stated the first thing you need to do is listen and communicate.

Bob: what have you done to understand Carver's financial and budgeting process?

Sullivan stated the split tax rate is interesting which a lot of towns don't do. He does not think there is a need to reinvent the wheel. He stated you talk to each Department Head, he knows how to do a budget and knows where the 'fluff' is.

He watched part of a Select Board meeting and stated that every town has similar issues and stated he can put a budget together pretty well.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Sullivan stated that the policy direction comes from the Board and if there are misunderstandings about that direction, then conversations need to be had with the Board. Sullivan gave another sports analogy with pass interference and spot foul rule. If the policy comes from the Board, then he is not going to interfere and he will follow the policy.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Sullivan stated for candidate reporting, the banks did the reports. The bank balances did reflect what the campaign balances stated. He pushed to have the process transparent to have the process done right. He stated his biggest regret is a personnel issue. He dealt with someone with an addiction issue and he gave the employee too much leeway and it ended up affecting the staff.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

Sullivan stated he was surprised to see a separate EMS department and was wondering if it was financially feasible. Townsend and Hewins stated it is self-sustaining. He stated he does not know much about the Police and Fire issues and he would come in with a clean slate on those issues.

Bob: How do you handle Human Resources issues and discipline of employees.

Sullivan stated he has two rules in his office – you must work and play well with others and if you leak to the newspaper you leave. If your employees are working with you and being heard, you are working together. There is nothing more important than working as a team.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Sullivan stated he understands local government and everything starts at the local level. Early in his career he did property management which he dubbed 'headache' management and people need to be heard.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Team meetings are essential to let them know he is on their team and that is where the communication begins. He would learn the leadership hierarchy.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Sullivan stated the most important thing is to make sure the people of the town want to preserve the rural character. The zoning by-laws are a tool to help preserve the rural character.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

Sullivan stated he is amenable to full-time with four long days with Friday off. He does not want to commute all week from Danvers and would be able to stay at a hotel during the week. He is able to start January 6th.

Townsend asked if he had anything else he would like to add.

Sullivan stated he can do this and he can come in and make things better. He is used to people yelling at him and he stated people need to slow down and work things out.

Hewins asked what he knows about the projects happening in Carver and how those would affect the Public Safety Departments.

Sullivan stated he did not know but one of the first things he does when he gets here is to meet with Department Heads and find out.

Recess until approximately 1:30

Belbin left the meeting

Candidate #5: Thomas Guerino

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest?

Guerino stated he has been interested in working for Carver for the past couple of years. He has been working in Wareham doing work for the Town Administrator for wastewater. He likes the size of the town and the town has a good track record of being a good community and is glad to have the chance to interview again.

Sarah: Why do you want to come to Carver in particular? Could you tell us about the projects going on in Carver right now and how they effect the public service departments.

Guerino stated he is not familiar with the projects going on and in relation to the public service departments. He does not have any details on this.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future?

Guerino stated Covid is still a big factor and the spending of the ARPA funds, keeping the agricultural preservation to keep the rhythm of Carver as it is.

The Town needs to keep an eye on the budget with the split tax rate. He commended the Board of Assessors on their job of explaining it. There will be budget pressures that other communities have. The commercial base is more challenging for Carver. There is a good set of Department leaders in town.

Jen to: Mr. Zoukee, Mr. Burgess, and Mr. Guerino if they have established residency in the area

Guerino stated he has an established place to stay in Middleborough. He stated it is important to be a part of the community.

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition?

Guerino stated you cannot mark time because there are projects on the books and Town Meeting needs to be prepared for. It is a continuation and the situation needs to be assessed and things need to be worked on and you need to be in tune with the Select Board more so as an interim.

Mark (for Bob): what have you done to understand Carver's financial and budgeting process?

Guerino stated the budget is in good shape and many factors need to be looked at such as priorities & additional staff.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Guerino stated the Select Board is the policy setting board and not to deal with the day to day interactions of staff. He hopes that the Board would be supportive to have additional meetings in order to talk through what has been done & where are the areas that need additional attention.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Guerino stated one accomplishment was while working with the rural development council to put together a grant request that was needed by the following Monday. It turned out that they were one of only three to receive the grant. He worked with a wastewater facility doing capital improvements. While in Bourne, Guerino took the town from a full-time Select Board thought process to a professional management mode.

The situation he regrets was that a lateral transfer was allowed of a Civil Service employee while there were legal actions going on with that employee.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

Guerino stated that it works. The EMS and Fire is different and in a perfect world he would not set it up this way and it would be set up differently with night time coverage for the Fire Department. He has only worked in communities where EMS is privately run or combined with the Fire Department. If he had his way he would change it, but would need to get into the weeds before making any recommendations.

Mark (for Bob): How do you handle Human Resources issues and discipline of employees.

Guerino stated there needs to be a progressive discipline policy that permeates all departments except Public Safety. He would work with the Assistant Town Administrator on a lot of things. Over his career, he has had to hire, fire, discipline and demote. Documentation is important and expectations need to be clear. Mistakes are the ability to set goals and make changes and can equal growth if it doesn't affect public safety. There should be a well-documented review system.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Guerino stated he has experience and there is not a lot that can happen that he hasn't seen. Department Heads know how to run their departments and he tries to be a guide. He stated running the municipality will not be hard for him to get up to speed on.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Guerino stated fostering professionalism is setting expectations clearly and making sure everyone is licensed, etc. He would meet with Department leaders to find out how he can help make things run smoother. Listening fosters trust and professionalism. Respecting the front line personnel will also accomplish this.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Guerino stated you would want to find out where the pressure points are on the agricultural community. How can the Economic Development Commission help with value added products. An interim probably won't be able to make a huge impact.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

Guerino stated he would expect to be in Town Hall on a daily basis and would prefer to work a 4-day week. He is available to start after giving 3 weeks notice to his current employer.

Townsend asked if there is anything he would like to add.

Guerino reiterated that there would not be a lot of learn time. He knows the mechanics of municipal government and knows what needs to be done between now and May as well as with ARPA.

Sarah asked if hired, how would you instill self-esteem and trust in employees:

Guerino stated to do this, each month that acknowledgements would be highlighted and this will let people know they are appreciated. In addition, to allow employees to go to professional development opportunities.

short recess taken

Candidate #6: Carter Terenzini

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest?

Terenzini stated he retired 6 years ago and has enjoyed interim work. He is acquainted with former and current leadership and like the location. He finds these opportunities interesting.

Sarah: Why do you want to come to Carver in particular?

Terenzini stated he has dealt with four extremely challenging opportunities he is looking to come to a town on good footing financially where he can bring his experience is attractive to him. He stated the location is also helpful.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future?

Terenzini stated choosing permanent leadership is a major challenge today and it is becoming increasingly difficult for municipalities to recruit talent. There are some areas that went through several failed attempts at finding someone. Population growth will continue to strain smaller communities. There is a continuing need for the government to adjust to realities.

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition?

Teranzini stated he has stepped into towns that were in great flux for different reasons. The first thing he had to do in one community was to balance a budget.

He would talk to the Board to find out what their priorities are. He also has to weigh what issues are not appropriate for an interim to tackle.

Hewins asked what issues he thought were not appropriate for the Interim to tackle.

Terenzini stated for example if there was a building committee that encountered a crisis, it may be a good idea to wait for the permanent Town Administrator to come in. If a town wants a water supply using ARPA funding, that is something a permanent Town Administrator would need to be a part of as it would take up to 50% of the funding.

Mark (for Bob): what have you done to understand Carver's financial and budgeting process?

Teranzini stated he would need to talk to a member of the leadership team to get an idea. He stated he is a quick study and is well versed in public finance. Within a few days he would have a good idea on how to move forward with the budget.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Teranzini stated the role is to set a clear route of priorities that are realistic given the length of time you expect someone to be there that are of the greatest, immediate emergency.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Terenzini stated Central Annex was the old high school for Pittsfield and then was transferred to the State for a community college and it was converted to 60 units for the elderly. His biggest disappointment in Moultonborough, NH, where they have been grappling on whether or not to build a senior center. That effort did not work, even with the help of a group of private citizens. He also had to deal with an unfortunate personnel matter.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

Terenzini stated he is not familiar with them.

Mark (for Bob): How do you handle Human Resources issues and discipline of employees.

Terenzini stated you cannot shy away from them. He would need to review what the local process is, would need to talk to the head of the department and would start with the view that the most valuable and only resource to the organization is the people.

His theory is to always help to improve employee performance and retain employees. He quoted Richard Branson to say train your employees so they can leave you and treat them so they won't.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Terenzini stated he has experience, is able to quickly prioritize issues. He has created a succession plan in one community, he found a mistake in the appropriation of another town.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Terenzini stated as an interim, he would have a conversation with Department Heads about their goals, is available to mentor them if needed. He has a wide range of experience from a wide range of communities that people here may not have.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Terenzini stated he is from Moultonborough, NH which is a dense community and he would like to understand what it means to the Board. He would help the town to determine when and where it is appropriate.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

Terenzini is available 25 hours a week equivalent to 2-3 days a week and he is available the rest of the time remotely. He is available within 2 weeks of signing a contract.

Townsend asked if there was anything else he would like to tell the Board.

Terenzini stated he is an acquired taste and he will be brutally honest. He would also speak to members individually, but will share information with the Board as soon as possible. He is not known as being warm and fuzzy and is a 'spreadsheet guy'.

Hewins asked if he had any questions for the Board given the questions that were asked.

Terenzini stated he does not because he will learn and gain insight. He will try to enter without any preconceived notions of any kind.

Short recess taken.

Candidate #7: Robert Fennessy

Jim: What made you decide to apply for this position? Was there anything in particular that caught your interest?

Fennessy stated he is winding down his law practice and has been a Town Administrator in two towns. He would like to be able to make an impact on a town. He has driven through Carver everyday on his way to work while working in Kingston.

Sarah: Why do you want to come to Carver in particular?

Fennessy stated it is a good size and the challenges would be similar to what they had in Kingston. He feels it is something he could enjoy.

Mark: What do you believe are the major challenges and opportunities facing Carver now and in the future?

Fennessy stated the major challenges of many towns is to get the biggest bang out of the buck, to look at ways to streamline, reduce the budget and take the burden off of the residents. People have lost jobs due to Covid and people are struggling while maintain the town.

Jen: What do you think the most important thing an interim town administrator can do to help a town in transition?

Fennessy stated it would be to come in and look at what needs to be done, what the needs of the Department Heads are and that is something he would do within the first week as well as with other stakeholders including some residents.

Mark (for Bob): what have you done to understand Carver's financial and budgeting process?

Fennessy stated he read the financial policies and agrees with them wholeheartedly. There is no use of one-time expenses for the operating budget.

Jim: What do you feel the role of the Select Board is in working with the Interim Town Administrator?

Fennessy stated it is a critical role because the interim is not gaining the experience over time, and to be kept up to speed from the Board. He stated he always kept the Board informed so they would not be blindsided.

Sarah: What was the professional accomplishment that you are most proud and the one that you most regret?

Fennessy stated his regret is when he ran for State Representative and he withdrew due to a family illness. His greatest accomplishment is going to Kingston after them having 5 or 6 Town Administrators in a 5-year period. He worked on morale, budgeting and facilities issues. He took control and fixed these issues. He also teaches at UMass Law School which is a difficult position to get.

Mark: What are your thoughts on Carver's public safety departments, including Emergency Management.

Fennessy stated he does not know much about them, in his previous town, he had a good relationship with the chiefs and on day one he will find out more about it. He is familiar with the concept of a call fire department.

Mark (for Bob): How do you handle Human Resources issues and discipline of employees.

Fennessy stated he is forthright and the contract will state how they are disciplined. He allows the employee to speak and hear their side of the story before making a judgement. He manages employees with positivity.

Jim: What in your past work experience makes you feel you'd be the best candidate for this position?

Fennessy stated he has experience in municipal government, law experience, and has saved towns money by dealing with issues before they become issues. He has a Master's Degree and a J.D. He also has the ability to be on the same level as people which gives him an advantage. He has been in the position where an interim has to be hired and it doesn't always pan out.

Sarah: How are you going to foster professionalism, employee satisfaction, and initiative among department heads?

Fennessy stated if there are different programs that employees can be educated in, that would go a long way to make employees feel they are valued. In Kingston he had staff meetings where the entire Town Hall was included.

Jen: What does rural character mean to you and what would you do in your role to preserve the rural character of Carver?

Fennessy stated that rural character is important to him. It is something that is built into the town and the townspeople want to keep that. Sometimes towns move faster than they should and they lose that rural character. Expansion should be done responsibly.

Mark: What is your expectation and availability for hours of employment and at what salary? When are you available to start?

Fennessy stated he is winding down his work at the law firm and another matter should wrap up in the next two weeks. He is available to start as soon as possible and is available full-time 35-40 hours per week.

Townsend asked if there was anything else he would like to add.

Fennessy stated that he would love the opportunity to work in Carver on an interim basis.

Hewins asked in regards to maintain the town and get more of an industrial base. The industrial base is agriculture and the tax rate is shifted away from the residents. The call fire department is important as they save the town a lot of money and the EMS department is self-sufficient. She asked how much he knew

about that and that the call fire department are employees of the town as well as some are cranberry growers. Given this information, what if anything would you do to preserve what we have or is there a change the town should do.

Fennessy responded that he would suggest if there are areas near the highway that would lend itself to a big box store. Hewins stated Carver isn't zoned for that. Fennessy stated that this is something that would likely not happen with an interim. He would continue to keep the cranberry industry going and talk to state reps to see if there is a need to be subsidized to keep them working.

Townsend thanked Area 58 and Elaine Weston for organizing the meeting.

Motion to adjourn at 3:35 by Hoffman, second by Bogart.

Vote 4-0