

**Carver Select Board
Meeting Minutes
Town Hall – Meeting room #1
March 28, 2024 - 5:30pm**

In Attendance: Chair Mark Townsend, Vice-Chair Jim Hoffman, John Cotter, Sarah Hewins, Dan Ryan, Interim Town Administrator Elaine Weston & Interim Finance Director George Samia

Chair led the Pledge of Allegiance and read the community prayer.

Town Administrator Finalist interviews:

Finalist Charles Kokoros:

Mark asked Charles to tell the Board a little bit about himself. Charles gave an overview of where he grew up. He received a Bachelor's Degree from Suffolk University. He has spent 30 years running a small business and it was sold in 2022. He spent many years serving on Boards and Committees. He developed a good understanding of how town government works. He was part of building a new school and also served on the School Committee.

1. (Mark)

Please share with us what you know about our community. From your perspective, what are its strengths, weaknesses, and unique characteristics? How do your skills and experiences apply?

Charles stated he is familiar with the area. He went to Edaville Railroad as a child. He stated there is a strong economy based on the farmers and their strength needs to be maintained and supported. He stated there are struggles with the water capacity in the North Carver Water District. He served on a regional water board and a water and sewer commission. He is familiar with pfas and understands there are differences with a well system. He stated he established one on one meetings with department heads which were beneficial in bringing ideas to fruition to help the town.

2. (Jim)

What are the two most important features you feel a Town Administrator needs to have to be effective and successful?

Charles stated listening is the most important feature. Being able to lead and collaborate is what makes a Town Administrator successful.

3. (Sarah)

What are Carver's major industries- that is, who are the major employers in Carver?

Charles stated the farmers, the town and the focal point is developing the north carver business district. He would like to strengthen the farming industry and commercial industry. He would like to bring in new types of business.

4. (Dan)

How do you have effectively manage town legal costs?

Charles stated creating good policies that create better management of employees such as workers comp. Employee matters can be handled internally. There are many things that cannot be avoided, but mitigating exposure is helpful.

5. (John)

Can you provide a brief summary of why you are leaving your current position and what attracted you to the current Town Administrator position for the town of Carver?

Charles stated he was not re-elected. He thinks Carver is the best fit for him. Braintree had a lot more funding, but Carver is successful and wants to be a part of continuing that success.

6. (Mark)

Are you familiar with the Select Board Financial Management Policies? What are your thoughts regarding them?

Charles stated the town maintains the bond rating and using free cash for one-time funding purposes. He has not reviewed the policies.

7. (Jim)

Please describe your typical process preparing the budget for town meeting, as it relates to revenue forecasts, adherence to financial policies, departmental expenses,

and funding capital reserves. How do you make sure timelines during this process are adhered to?

Charles stated the budget never ends. Once Town Meeting has approved the budget, the process starts all over again. He looks at a quarterly basis revenues vs. expenditures. Moving forward with the next budget is a perpetual event. He would work with Department Heads to see if there were any unforeseen costs that were not previously budgeted for. Mid-year should give a good idea on projections for the next fiscal year. Free Cash is looked at on a quarterly basis. It is a collaborative effort with every department.

8. (Sarah)

How would you describe your management style and how will you foster professionalism, employee satisfaction, employee initiative, and employee self-esteem among department heads and staff?

Charles stated he has always been a collaborator. He brought all Department Heads in on a weekly basis to build a relationship and to build trust. He stated it is important to have transparency and to make sure employees are heard. The hardest times is telling an employee no. No one ever worked for him, they worked with one another. He stated it is more productive and increases morale.

9. (Dan)

Pt. 1: What criteria do you use to balance the budgetary needs of multiple town and school departments?

Charles stated allocation of funds is always a big struggle. The needs were looked at and measured the reality of what the needs were. In his four years, a lot of cuts were made. Maintaining exceptional services is important.

Pt. 2: Carver has several 'PILOT' (payment in Lieu of Taxes) agreements. What do you think is a better use for the money- lowering residential taxes or having a larger town budget to spend? What type of budget items should it be applied to or not applied to?

Charles stated the primary use was one-time capital expenses. Free cash has been spent down. In a dire situation, you make sure services are provided to residents. If there is a significant increase in tax rate, it can be used to stabilize the tax rate. It is better to use the funds for one-time capital expenditures.

10. (John)

What is your methodology for predicting state aid? How does it affect that time table?

Charles stated you can follow the numbers throughout the year. In January the state budget is announced and it gives a general idea of where you will be. In Braintree, the capital plan had to be presented by March 1st and the budget by May 1st. The numbers were focused on in January after receiving the information from the Governor.

11. (Mark)

Does the working environment have an impact on employee productivity? Why? What is your role in establishing that environment?

Charles stated he has seen employees that were not included in presenting their ideas. He brought a management style that brought people together. It became a nice environment that changed in the last four years.

12. (Jim)

The Town Administrator appoints people to various boards and committees in Carver. Would you have a problem rescinding an appointment you made? If no, what would be the reason(s) you would rescind your appointment and if yes, what would be the reason(s) you wouldn't rescind your appointment?

Charles stated if someone was not fulfilling their duty, that would be a reason to rescind. He would not have a problem rescinding it if they were not performing their duty.

13. (Sarah)

75% of those who responded to our Open Space and Recreation Plan Survey in 2022 said that Carver's "rural character" is "extremely important". Do you agree and, if so, how do you plan to help preserve Carver's unique rural character?

He agrees – Braintree was a farm town from the beginning, then a retail town. Working with Planning, Conservation-those are things that can protect the integrity of the farm industry. In his work on the Master Plan, everyone was on board with wanting to preserve open space.

14. (Dan)

How do you effectively create and follow a town Master Plan?

In 1998, he was on the Planning Board and created a Master Plan. It was not implemented. This was due to things changing in the town through office and industry building up. There is always a need for affordable and 55+ housing. Implementation is always difficult, but the plan is created with the public and if the communication is kept with the people supporting the plan, it will help the plan be successful to implement.

15. (John)

Provide an example of when you set goals for your subordinates and how you monitored their performance to reach the desired results. What guidance and direction did you find most effective?

Charles stated from the beginning, he went over everything he was looking to get done. The expectations of the timelines of getting things done, he would look at the items to be addressed and set up a timeline with milestones to be met. The creation of the Master Plan got behind because of Covid.

16. (Mark) asking for John

Have you been involved in establishing or redefining departmental responsibilities? How do you ensure that all departments work in a collaborative manner?

Charles stated one of the things he initiated was combing facilities for town and school. It was running inefficient. By bringing them together they were able to accomplish many things.

17. (Jim) asking for John

Some Town Administrators believe you pay for town services with funds received under the levy and town infrastructure is funded through a financial instrument such as a debt exclusion- what is your philosophy?

He stated there is a responsibility to the taxpayers. There was money on the line with the MSBA. It was put to the voters and approved. It should only be done in dire circumstances. It is the job of the Town Administrator to make sure you are not overspending.

18. (Mark)

How would you get “involved” in our community? Please give us examples of your previous community involvement.

Charles stated there are many ways to do outreach with social media, etc. He had a quarterly publication with an email list. He took the email addresses, social media, text alerts as well as robo calls, and were able to get alerts out. He spent time going to civic and association meetings.

19. (Jim) asking for John

Share an experience when you applied new technology to improve town services or increased efficiencies within a particular department.

Charles stated they had an accounting system that was not servicing their community. They implemented a new system during Covid. Communication from the vendor was challenging.

20. (Sarah)

What is the professional accomplishment you are most proud of and what is the professional action that you took that you most regret?

Charles stated he has admiration for Veterans. He created a Veterans Center. There were two groups that over time had to sell their properties such as the VFW. He is proud that the Veterans have a place to go.

Building the first new school in 50 years is the biggest accomplishment.

There was a strong communication in place. There was a fire at Clean Harbors. He toured the neighborhoods that were impacted. They decided to do a FaceBook post since it was late. The next day, the press conference was in the afternoon, he should have done the communication in the morning.

21. (John)

With any municipality, one of the biggest challenges involves negotiating employment contracts. What is your methodology for a win/win negotiation and please give an example of a difficult contract you were able to negotiate successfully.

Charles stated a number of contracts were up in 2022. There was no money to be had from Covid. It was difficult negotiating with the Teachers. He stated there are always ways of doing things better. It is helpful to start the conversations early on.

22. (Sarah)

How do you plan to help retain Carver's institutional knowledge that we seem to be losing at a swift pace?

Charles stated there was a number of changes in the Police Chief position. His appointment to Chief had a lot of institutional knowledge. What made him the best candidate was fostering the prior chief to give him the tools needed to mentor the next Chief.

23. (Dan)

Is your experience and skills highest in financial matters, legal matters or people matters?

Charles stated that people and financial are tied. People, financial then legal.

24. (Mark)

What is your expectation regarding working remotely? Do you plan to be in Town Hall full-or would you plan to spend a portion of the time remote?

Charles stated he is not a remote worker and would much rather come in. He does not believe in clocks. He likes to work.

Questions/Comments for the Board: The level of professionalism is incredible and is one of the reasons he was attracted here. The town as a whole, the size and agriculture offers so much.

Ryan left meeting at this 1st interview.

Finalist Jason Silva:

Mark asked Jason to tell the Board a little bit about himself: Jason has worked for all different size municipalities and brings diverse experience.

2. (Mark)

Please share with us what you know about our community. From your perspective, what are its strengths, weaknesses, and unique characteristics? How do your skills and experiences apply?

Jason has visited the town several towns. The financials are in good shape, volunteers and staff are committed. The residents are aware and good stewards of the town. He was interested about the cranberry industry. His community now is also a farming industry. He knows King Richard's Faire and Edaville is here. The Planners had some foresight. There are pieces of the community preserved as residential and farming.

2. (Jim)

What are the two most important features you feel a Town Administrator needs to have to be effective and successful?

Jason stated to be successful they should have a background in finance. A strong understanding of financial management is critical for any Administrator to succeed. Being able to collaborate with people and elected and appointed staff is important. The ability to work with people and along with people is important and it is not always as simple as it sounds.

3. (Sarah)

What are Carver's major industries- that is, who are the major employers in Carver?

Jason stated that the cranberry industry is central to the character of the community. The commercial corridor is well populated, but the cranberry industry seems like the top industry and employer.

4. (Dan)

How do you have effectively manage town legal costs?

Jason stated that you don't call them unless you absolutely have to. There are resources outside of legal that can be taken advantage of as well as resources in the community that can navigate you without counsel. He would rather be safe than sorry so if there is any question he will call.

5. (John)

Can you provide a brief summary of why you are leaving your current position and what attracted you to the current Town Administrator position for the town of Carver?

Jason stated he loves his current position and has made positive impacts and has been the most fulfilling work. The issue they are dealing with now, is a major financial

issue. There is potential that if an override is not successful, the position of Town Administrator will be reduced. He thought this town would be a good fit for him.

6. (Mark)

Are you familiar with the Select Board Financial Management Policies? What are your thoughts regarding them?

He was unable to find a budget online.

7. (Jim)

Please describe your typical process preparing the budget for town meeting, as it relates to revenue forecasts, adherence to financial policies, departmental expenses, and funding capital reserves. How do you make sure timelines during this process are adhered to?

Jason stated the process was started in August this year. The regional school was forecasting three years out. Their forecast was far more than revenues and tax levy could support. They asked for two budgets, one level service and one level funded. There were two meetings and a budget was set up based on that interaction. There was a lot of public outreach and engagement.

8. (Sarah)

How would you describe your management style and how will you foster professionalism, employee satisfaction, employee initiative, and employee self-esteem among department heads and staff?

Jason stated he is a collaborator and tries to communicate a lot, especially when he starts. He lets people know what is being worked on and why. He likes getting feedback from staff. Every month there is a peer to peer recognition program. In Dunstable they rely on a tremendous amount of volunteers.

9. (Dan)

Pt. 1: What criteria do you use to balance the budgetary needs of multiple town and school departments?

Jason stated working with the Finance Committee and the Select Board based on projections. He has had these conversations at great lengths in his communities. You align your spending based on your revenue growth. This is simple and

straightforward. It does not always work that way and most often times there has to be give and take. There is currently conversations now on how to split the revenues. It comes down to working with the Boards and Finance Committee.

Pt. 2: Carver has several 'PILOT' (payment in Lieu of Taxes) agreements. What do you think is a better use for the money- lowering residential taxes or having a larger town budget to spend? What type of budget items should it be applied to or not applied to?

Jason stated he would put it in stabilization. If there is an expiration date, he would be cautious and use it for capital and one-time expenses. It would be similar to free cash if it is a definitive end date. Coming up with a policy to proportion it would be helpful.

10. (John)

What is your methodology for predicting state aid? How does it affect that time table?

Jason stated you usually use the low number given. The forecast for state aid is looked back for three years and it was based on history. The budget process started in December/January. It was largely driven on the financial challenges they knew they were up against. If you don't start early into the new fiscal year, you will be behind.

11. (Mark)

Does the working environment have an impact on employee productivity? Why? What is your role in establishing that environment?

Jason stated it is one of the most important things and he focuses on it every day. As Town Administrator, he should be the cheerleading captain. Simple emails and thank you notes to employee volunteer recognition program are important. A good working environment makes or breaks a lot of positions.

12. (Jim)

The Town Administrator appoints people to various boards and committees in Carver. Would you have a problem rescinding an appointment you made? If no, what would be the reason(s) you would rescind your appointment and if yes, what would be the reason(s) you wouldn't rescind your appointment?

Jason stated he would not have a problem with it if there was a good reason, not if he just disagreed with the individual.

13. (Sarah)

75% of those who responded to our Open Space and Recreation Plan Survey in 2022 said that Carver's "rural character" is "extremely important". Do you agree and, if so, how do you plan to help preserve Carver's unique rural character?

Jason stated he needs to learn the community to answer these questions. If 75% of respondents feel that way, he would listen to that. In visiting the community on his own, it is obvious that rural character is a large piece of the community. He stated you need to progress without screwing the town up. People have moved here for a reason and it is part of why they love the community. He has set up a Master Plan committee to put plans in place to meet the needs of the community. Once those plans are in place, work to implement it.

14. (Dan)

How do you effectively create and follow a town Master Plan?

Jason stated a Master Plan Implementation Committee was formed and that is a great way to do it. The recommendations of a Master Plan involve so many people, and it is important to involve those people in the implementation process of the plan. Coordination and Communication is just as critical.

15. (John)

Provide an example of when you set goals for your subordinates and how you monitored their performance to reach the desired results. What guidance and direction did you find most effective?

In Marblehead, they aligned the strategic goals and priorities with the funding. The Town Administrator and Select Board communicates the financial plan with the departments and they can work their goals into the budget presented. In Dunstable, working with the Select Board have created a performance evaluation document they are planning implementation before the start of the fiscal year. He has been a part of both of these processes. He works hard at hitting goals and deadlines.

16. (Mark) asking for John

Have you been involved in establishing or redefining departmental responsibilities? How do you ensure that all departments work in a collaborative manner?

In Salem, they went through a major reorganization. They had to consolidate privatize as they were going through a major midyear budget deficit. In Dunstable some departments have been consolidated. They have regionalized the Town Clerk, Treasurer/Collector and Emergency Communications Center. These have all happened or are happening.

Hewins asked why these services had to be regionalized. Jason stated to save money and that both positions were not completely full-time positions. It was challenging to find experienced staff at 25 hour per week positions.

17. (Jim) asking for John

Some Town Administrators believe you pay for town services with funds received under the levy and town infrastructure is funded through a financial instrument such as a debt exclusion- what is your philosophy?

Jason stated it varies from community to community and it depends on the ability to pay based on the community finances. In Dunstable all debt service is Debt Excluded. In Salem, that wasn't the case. They paid for capital and major projects within the community. He would not want to do major projects if the levy couldn't support it.

18. (Mark)

How would you get "involved" in our community? Please give us examples of your previous community involvement.

Jason stated he has done a lot of work to engage the community. His office door is always open. Establishing an environment where people can come in and air their grievances is helpful or just to say hello. He does monthly open coffee hours at the local café. It has been a fun thing to do and he meets new people that way. Transparency in general and getting information out so that people know what you are working on. Information is pushed out through social media and the website.

19. (Jim) asking for John

Share an experience when you applied new technology to improve town services or increased efficiencies within a particular department.

Jason stated in Salem they implemented a tool where people can report problems and concerns through an app on their phone and send it to the town. It was a convenience for residents and they are still using. It was also a work order system for the town. In Marblehead, you could not pay taxes on line and it was one of the first things he did.

In Dunstable, they rely on a lot of part-time staff, so they installed a drop box because they don't always have staff at the counter. This was a convenience for residents.

20. (Sarah)

What is the professional accomplishment you are most proud of and what is the professional action that you took that you most regret?

Jason stated he is proud of the work they are doing in Dunstable. From where he started to where they are now it is fulfilling. He is the grant officer, the procurement officer and he will sweep the stairs if needed. The biggest regret was in Marblehead during Covid. He took two weeks off around the holidays and after one week being off he realized he needed to resign. He was burnt out and regretted that he could not find a way to get through it.

21. (John)

With any municipality, one of the biggest challenges involves negotiating employment contracts. What is your methodology for a win/win negotiation and please give an example of a difficult contract you were able to negotiate successfully.

Jason stated in Marblehead Fire, Police and a Municipal Employee contract, he was only able to finish Fire in the time he was there. There needs to be productive relationships with the unions going into the negotiations based on frequent communication, trust and respect. Being reasonable and transparent at the table is important. He has not always has an easy time negotiating with a union.

22. (Sarah)

How do you plan to help retain Carver's institutional knowledge that we seem to be losing at a swift pace?

Jason stated that is currently on his list of goals currently. The goal is to make sure everything is documented. Trying to find the internal replacement if they are there and foster that.

23. (Dan)

Is your experience and skills highest in financial matters, legal matters or people matters?

Jason stated people, finance, not legal.

24. (Mark)

What is your expectation regarding working remotely? Do you plan to be in Town Hall full-or would you plan to spend a portion of the time remote?

Jason stated he would be in person. In Dunstable the Town Hall is closed on Fridays and he works remote.

Jason thanked the Board for the opportunity.

Finalist Glenn Cannon:

Mark asked Glenn to tell the Board a little bit about himself: Glenn stated he grew up in Wareham and is a former cranberry bog worker. He went to UMASS Dartmouth with an engineering degree. He worked for MASSDOT and Barnstable. He looked to expand his career and became the Assistant Town Administrator in Bourne and is currently the Town Administrator in Rochester.

1. (Mark)

Please share with us what you know about our community. From your perspective, what are its strengths, weaknesses, and unique characteristics? How do your skills and experiences apply?

Glenn stated Carver is a rural community and has a lot of bogs. It is a strength that attracts people and that is a good thing for the community and to build on that and enhance that.

2. (Jim)

What are the two most important features you feel a Town Administrator needs to have to be effective and successful?

Glenn stated being an effective communication with staff, boards and residents is important. He stated that transparency is also a big issue. If there is someone against an issue, he brings them in to hear what their concerns are. He wants projects to have the best success they can have.

3. (Sarah)

What are Carver's major industries- that is, who are the major employers in Carver?

Glenn stated that the cranberry industry and the town are the major employers and there is also a great deal of industry in Carver. Industry is scaled down as there is more amazon trucks and less retail stores. He would like to see the empty retail spaces filled.

4. (Dan)

How do you have effectively manage town legal costs?

Glenn stated if you want legal to be involved in the beginning of the process or the end of the process. He has staff that wants legal to help create a bylaw. He suggested the staff draft a bylaw and to have legal iron out the wording after. There are times when legal needs to be involved early if there is potential litigation.

5. (John)

Can you provide a brief summary of why you are leaving your current position and what attracted you to the current Town Administrator position for the town of Carver?

Glenn stated this is an opportunity for himself as it is a larger community than he is in while staying in the local area.

6. (Mark)

Are you familiar with the Select Board Financial Management Policies? What are your thoughts regarding them?

Glenn stated he has not seen the policies.

7. (Jim)

Please describe your typical process preparing the budget for town meeting, as it relates to revenue forecasts, adherence to financial policies, departmental expenses, and funding capital reserves. How do you make sure timelines during this process are adhered to?

Glenn stated that sitting down with staff and making sure timelines are being adhered to. He stated sitting with the Finance Director to see if the budget is on track. He would also sit with Department Heads to see what there needs are. He likes to see the 'wish list' so he can understand what the needs may be and then see what the budget will handle. For capital, you need to work in the budget and to look at an overall picture of the town being fair to all departments across town.

8. (Sarah)

How would you describe your management style and how will you foster professionalism, employee satisfaction, employee initiative, and employee self-esteem among department heads and staff?

Glenn stated he likes to lead by example. He makes sure he is respectful to staff. His door is always open and he makes sure staff is being heard. Sometimes the answer is no, but he wants the staff to know the reason why the answer is yes or no. He holds monthly staff meeting so that everyone can remain informed and that he is communicating back to staff.

9. (Dan)

Pt. 1: What criteria do you use to balance the budgetary needs of multiple town and school departments?

Glenn stated you want to look at the overall aspect of the town so that certain departments aren't being favored year after year. The balance between town and school is always a concern. Starting the budget process early with the school is important so you can see what their needs are. Currently their school needs to make cuts as the town side has made cuts.

Pt. 2: Carver has several 'PILOT' (payment in Lieu of Taxes) agreements. What do you think is a better use for the money- lowering residential taxes or having a larger town budget to spend? What type of budget items should it be applied to or not applied to?

Glenn stated any time you can lower taxes is a good thing for the residents. He would need to see what the programs are. The PILOT programs can give you an avenue to help meet needs that town has.

10. (John)

What is your methodology for predicting state aid? How does it affect the time table?

Glenn stated you look at the Governor's budget to see where the numbers come in and he looks at last year as well. If you estimate too high, it can come back to hurt the town. It is better to be conservative in the beginning so you don't have to make cuts later. The timeline is throughout the process. Bourne starts in October, Rochester starts in December.

11. (Mark)

Does the working environment have an impact on employee productivity? Why? What is your role in establishing that environment?

Glenn stated working in a nice facility help and makes employees feel good about their job. Making sure they feel appreciated and that they have the resources they need to get their job done. Sometimes that means bringing in a consultant to help them. Encouraging staff is important and you want employees to feel engaged and not put off.

12. (Jim)

The Town Administrator appoints people to various boards and committees in Carver. Would you have a problem rescinding an appointment you made? If no, what would be the reason(s) you would rescind your appointment and if yes, what would be the reason(s) you wouldn't rescind your appointment?

Glenn stated he would not have a problem rescinding an appointment. You make the best decision with the information you have. If they were embarrassing the town or not representing the town very well that would be a reason and he would let them know why.

13. (Sarah)

75% of those who responded to our Open Space and Recreation Plan Survey in 2022 said that Carver's "rural character" is "extremely important". Do you agree and, if so, how do you plan to help preserve Carver's unique rural character?

Glenn stated he would enhance that. He would want to make sure that trails are cleared, that there are maps. Being local, he is not surprised by the 75% number.

14. (Dan)

How do you effectively create and follow a town Master Plan?

Glenn stated working with the Town Planner and the public to get the overall vision of where the public wants the town to go. Engaging the community and knowing what fits into the community is important. There are many details to a Master Plan and you may want to bring in a consultant from SRPEDD to help the residents engage in the process.

15. (John)

Provide an example of when you set goals for your subordinates and how you monitored their performance to reach the desired results. What guidance and direction did you find most effective?

Glenn stated they most recently engaged on building a salt shed in town. The goal is to get it financed, procured and built. Knowing the staff's strengths are important to supporting the staff in getting the project done. He checks in frequently for support.

16. (Mark) asking for John

Have you been involved in establishing or redefining departmental responsibilities? How do you ensure that all departments work in a collaborative manner?

Glenn stated that there is a Town Hall Annex in Rochester housing the regulatory staff. The staff had to be reorganized to be sure that the Department Heads were getting the support they needed. Customers were not getting assistance from staff so it needed to be addressed. In Bourne, a similar thing happened and he was part of that restructure as well.

17. (Jim) asking for John

Some Town Administrators believe you pay for town services with funds received under the levy and town infrastructure is funded through a financial instrument such as a debt exclusion- what is your philosophy?

Glenn stated he tries to do as much under the levy as possible. The only time he would do a debt exclusion would be for a big project. They are trying to build a Fire Station in Rochester and the cost is not attainable within the levy. A Debt Exclusion will be needed.

18. (Mark)

How would you get "involved" in our community? Please give us examples of your previous community involvement.

Glenn stated he likes to get involved in the community by attending parades and engaging in the community. He goes to the Council on Aging for breakfast to engage with residents on a different scale.

19. (Jim) asking for John

Share an experience when you applied new technology to improve town services or increased efficiencies within a particular department.

Glenn stated in Bourne they went to e-permitting and it took staff a while to take it on. Every day there was a line waiting for the Building Commissioner. The line went away because permits could be submitted online and be given electronically.

20. (Sarah)

What is the professional accomplishment you are most proud of and what is the professional action that you took that you most regret?

Glenn stated he is most proud of working in the town of Bourne to build a new police station. It took a lot of work, time and detail. He is also proud of the team that worked on it. During Covid, the Town of Bourne had to close the adult day care center and lay off the staff. This was one of the toughest things he had to do.

21. (John)

With any municipality, one of the biggest challenges involves negotiating employment contracts. What is your methodology for a win/win negotiation and please give an example of a difficult contract you were able to negotiate successfully.

Glenn stated he would like at surrounding and similar size towns to see what they are paying, let them know we are being competitive for the size town we are. They were able to increase the Police pay to show them that we care about them as employees. Other surrounding towns have more resources and can pay better. Open communication and transparency helps in the negotiations.

22. (Sarah)

How do you plan to help retain Carver's institutional knowledge that we seem to be losing at a swift pace?

Glenn stated you would look at the departments and who is involved. For an employee that wants to leave, bringing in an assistant to train to take over or gain the knowledge is important. Department Heads are dedicated to the town and willing to give their time to staff and answer questions after they are gone.

23. (Dan)

Is your experience and skills highest in financial matters, legal matters or people matters?

Glenn stated people matters is his strength. He makes sure people are being heard, but feels you need to be well rounded in all these things.

24. (Mark)

What is your expectation regarding working remotely? Do you plan to be in Town Hall full-or would you plan to spend a portion of the time remote?

Glenn stated he would be at Town Hall in person as well as attending meetings as needed.

Glenn asked what their expectations are for the next Town Administrator. Mark stated he thinks a lot of those expectations were covered in the questions tonight.

Select Board Announcements:

Hewins: Asked everyone to remember Shane gives thanks food pantry.

Hoffman: Kane strong golf fundraiser is May 11 at 11:00am. There are openings for hole sponsors and raffle prizes.

Cotter: None

Townsend: None

Next Meeting: April 2, 2024

Motion to adjourn at 8:25pm by Hewins, second by Cotter.

Vote 4-0

Listing of exhibits: Interview questions; applicant resumes of Charles Kokoros, Jason Silva, Glenn Cannon; recap of recruit consultant Groux-White