

**MEETING MINUTES
BOARD OF SELECTMEN
Town Administrator Interviews
September 26, 2017**

Present: Maura C. Curran, Chairman, Anthony V. Vegnani, Vice Chairman, Karen Canfield, John Danehey, Shawn Harris

Al Bangert, Interim Town Administrator

The Meeting was called to order at 6:04 p.m.

Acceptance of Agenda

Mr. Danehey made a motion to accept the agenda for September 26, 2017

Second by Mr. Harris, all in favor. Unanimous vote (5-0)

Outdoor Entertainment Permit, 400 First Parish Road, John Ryan

Ms. Curran discussed the entertainment permit with Mr. Ryan. It is a celebration of their birthdays and anniversary. No more than 100 people will be attending and the party will be from 2 to 8 p.m. Parking is planned in a neighbor's yard.

Move to grant an outdoor entertainment permit for a live band including guitar with amplified music for a party on 9/30/17 on First Parish Road from 2 p.m. to 8 p.m.

Motion by Mr. Danehey second by Mr. Harris Unanimous Vote (5-0)

Mr. Harris said a lot of residents are not aware they need an entertainment permit but it does result in things running smoothly and the police station being aware of the gathering.

Town Administrator Interviews

Ms. Curran stated we are here this evening to interview applicants for the Town Administrator Position.

The first interview this evening will be with Mr. Tony Marino. Department Heads are here and the public is invited to ask questions by completing an index card and giving it to Mr. Bangert. The chair will ask the questions.

Mr. Marino started out of college and went into the US Navy 1990-1994 and went into the family business in construction. He was a builder and moved into the Building Commissioner position. He really enjoyed the job and became the Director of Community services and then moved into the Assistant Town Administrator. He enjoys working in public service. Mr. Marino has a lot of experience with water and sewer and he would bring that into Scituate. Mr. Marino has an open door policy and is not a micro manager. The Economic Development Package he sent out is an example of how he involved his Town Planner and reached out to other departments to finally have a great package mailed out to businesses. This was a complete team

process. He is proud of it and it is on the Town of Hanover website if anyone would like to see it. Mr. Marino would like to reach out to the 19 department heads to see how their department is running and what their needs are. He would reach out to the all the Boards and Committees to meet them and see what obstacles they encounter. He would look into succession planning for all employees. The Department of municipal inspections was merged with four departments and consolidated through attrition and cross training. Mr. Marino explained his experience and roles in the Town of Hanover during his years there. Mr. Danehey asked how Mr. Marino handled emergency management situations. Mr. Marino said they created strike teams made up of Town, Fire and Police to address needs in the community. He has worked with National Grid to quickly respond to residence needs. He worked with the finance department to obtain FEMA reimbursements. Mr. Harris asked about the fire department. Mr. Marino said they have 20-30 full time fire fighters and then they have an on call fire fighter list they are looking to expand. Mr. Harris said Hanover has a lot of businesses. Mr. Marino said Hanover is lucky that they have the one strip that has a lot of businesses. Mr. Harris asked what his thoughts are on bringing business into Scituate. Mr. Marino said he believes there could be a lot of targeted development in Scituate. Hanover has a new high school, recently built a new senior center and a town hall renovation. The senior center took 3 ½ to 4 years to complete. It was a total of \$6-\$7M for the senior center. Hanover was reimbursed 53% for the project. Hanover is over the 10% for 40B projects and they are working with Toll Brothers with a project they want to do in Hanover for over 200 units. It is a collaborative effort to look at what parcels can be developed and what we have for water and sewer capacity. Mr. Marino reached out to the business community to work with them. Once the leadership changed to a town manager form of government things were better. The major department heads meet weekly. He meets with his staff weekly to discuss ongoing projects and what is coming down the pike. It is a great working environment. Online permitting was brought on board with health, planning, and building and has streamlined things. The sewer study was created for a public/private partnership and tied in businesses with a phased approach. They have a few private sewer plants but nobody in Hanover is currently on Town sewer. Mr. Danehey asked if there were any layoffs. Mr. Marino said there have been no layoffs in the past ten years. They have managed employee resources through attrition. There have been half dozen terminations during his tenure. He said it was unfortunate but it happens. Mr. Marino has received grants for a new fire truck and grants through MIIA. Ms. Canfield said he has an expectation for superior customer service. Mr. Marino said the online permitting and GIS system are examples of how customer service has improved. He tells staff to offer alternatives and help residents with their problems. He asks his staff to always be kind to others. He utilizes a lot of social media with Facebook and twitter. He uses code red for emergencies. Every Board and Committee has their own email addresses. Employee appreciation day happens every year and they recognize their service anniversaries. This has been going on for the past four years. Mr. Marino has an excellent relationship with the Police and Fire Chiefs. They have daily interactions and a team approach. The Selectmen set

the tone for negotiations and labor counsel is not involved. It is a collaborative approach to negotiations. All custodians were pulled into the facilities department. Mr. Harris asked how many sewer commissioners. There are three DPW commissioners on the board and there are no sewer commissioners. The DPW superintendent meets with them monthly. There are similar issues with Scituate concerning brown water, etc. They are integrating new filter systems and moved up their flushing program. Mr. Marino has a fantastic relationship with the Superintendent of Schools and a collaborative work effort. There is a school building committee that monitors the build with the Owners Project Manager and Mr. Marino. It was built in 2009 and brought in on time and on budget. One of his greatest successes was the town wide facilities and moving the custodians to the facilities department. Now there is a maintenance plan that gets adjusted as needed. CPC funds were used to renovate town hall and cost \$1.1M and another \$200K will be needed as well. The town wide facilities were a Board of Selectmen initiative. Grounds were taken care of by facilities and the school. They have a five year capital plan and they stick to it so they know year to year what is needed. Mr. Vegnani asked what Mr. Marino has done with the finances and budgeting for the town. Mr. Marino gets involved in the overall budget for the town. He creates a budget document that anyone can read. He reviewed Scituate's budget and said it is really great. He has created all the warrant articles this year for town meeting. Ms. Curran asked how he achieved a balanced budget. He works with departments at weekly meetings and the balanced budget works out and they work together to resolve any trouble areas with communication. Mr. Marino was on the team that created the new website and they won an award through the MMA. Utilizing small things such as town newsletters and doing town mailings are used to communicate with residents. He uses positive reinforcement with his employees and most social media are not based in factual information. They post on their own town website to communicate what is really going on to address the misinformation out there on social media. Sustainable budgets are a big issue for towns. We need to do more with less and determine what services may or may not be offered to stay within the budgets. Investment in employees needs to improve and we need to take a page from corporate America in this area. Towns do not do a good job of articulating what it costs to replace a new employee vs. retaining employees. Council on Aging Director and the Library Director's both retired and were replaced by two great hires. He has hired over 25 people in the Town of Hanover. Ms. Canfield asked how he would approach regionalization for certain functions. One building commissioner and local inspectors could easily run three or four towns. It is about maintaining costs and increasing service by streamlining things. It is hard for towns because they don't want to give it up. Regionalization will increase the service to residents while keeping costs down. Ms. Curran asked how he would approach a plan for fields in the community to add more field space. A needs assessment would be the first step. A memorandum of understanding would be established for maintenance of the field and upkeep. Partnering with the Boosters clubs the town just built a new press box and it was very successful. Fields can be built using CPC funds. Mr. Vegnani asked what Mr. Marino did to improve the

relationship with the school and the town. Mr. Marino said a new superintendent was hired and they developed a collaborative approach and moved the custodians into the facilities department. Regular meetings were held with the school department and they took over Information Technology functions. The school has been pretty steady with their needs. Hanover has an enterprise water fund. Ms. Canfield asked about addiction prevention and recovery support and what Mr. Marino's thoughts are on this topic. Mr. Marino said opioid addiction is a big issue in all communities. An update to the website to provide resources to families for support in this area was created and has been successful. This will evolve over time. The medical marijuana was supported in Hanover but not recreational marijuana. There is a new dispensary that is opening for medical marijuana in Hanover. There was a moratorium at Town Meeting and now they are looking to ban recreational marijuana. Mr. Marino has toured medical marijuana facilities and they are very professional. 25% of the people coming in looked like they had a medical condition and needed it for pain management. The only issue he has with it is the edibles. There is no way to control that and it is dangerous for the kids. Mr. Salk asked if he met resistance with changes in Hanover and how he dealt with this. Zoning bylaw changes were met with resistance and they have worked together and will be presenting at Town meeting. For employees cross training it was difficult for some people. It takes time and positive reinforcement. The town is evolving and with that evolution how do you deal with that. Mr. Marino said the planning board, economic development and zoning have to work together. You never want to lose the character of the town. The zoning bylaws and policies and procedures by the Board of Selectmen will help maintain the character of the town. Ms. Curran asked how he handles work life balance with employees. Mr. Marino said he is a family first employee. Helping employees balance the work load is important. Ms. Curran asked if there was an example he encountered. This was in both planning and conservation over the past year. He dealt with it using the senior tax work program and bringing in those resources. He has developed a relationship with local colleges to bring interns in to help departments. Mr. Marino asked what the next step is in the Selection process. Ms. Curran said at the selectmen meeting next week they will determine next steps. Mr. Marino said he is a customer service first guy and not a micro manager. He will be on the front lines during a crisis and will be here for the Town. He is looking to make a long term commitment. He was raised on the south shore and loves Scituate. He is ready for the next step and he would love the opportunity.

7:40 p.m. The second interview this evening will be with Mr. Jim Boudreau. Mr. Boudreau said he has been in municipal management for 22 years. He is currently the Town Administrator in Lynnfield. He would like to move back to the south shore. He has only applied to Scituate and it is a well-run town. He thinks he can keep it moving in the right direction. He worked as the Town Administrator in Norwell for 17 years. He has been in Lynnfield for two years and has completed a capital plan. He has created a budget matrix looking at 15 different measurements

and it is in the beta stage right now. He is proud of the staff he has worked with in the past. He knows that Scituate has a great staff because he has worked with many over the years. Mr. Boudreau has a collaborative management style and it is his job to make sure his department heads have the tools they need to do their jobs. Managing the workload can be a struggle at times and it can pile up. Once you know your staff you know what you can delegate. He holds quarterly department head meetings and he does not find them particularly useful. He meets more regularly with the finance team and the police and fire chiefs. He also meets one on one with department heads on a daily basis. Anyone can stop in and see Mr. Boudreau anytime. He does whatever it takes to do the job. Ms. Curran asked how he balances his state committees with the Town of Scituate position. He is on the MMA Board of Directors and they meet once a month and it is not a huge time drain. Mr. Danehey asked about regionalization and how he felt about that. Mr. Boudreau said it is about networking the opportunities and he knows many of the people down here. The sewer agreement will be a lot of work and a lot of legal issues to plow through. Sharing of resources gives great service for less cost. There are some great opportunities where it works well. Ms. Canfield asked how he got to know the new culture in Lynnfield. Mr. Boudreau said the only way is to immerse yourself in the culture of the community. Participating in events and attending board and committee meetings is a good way to meet people around town. Getting to know the staff takes a little while and takes some time to understand why they do what they do. The North Shore people are more laid back than the South Shore. The people and homes are closer together on the North Shore and every community is different. To do the budget, you sit with your financial team and determine what you can spend. He said there is no set split between school and town in Lynnfield. He will sit with the superintendent and determine what split is based on the need. As long as everyone is aware what the numbers are you can work it out. In Norwell, the budget was done by the advisory board and there was no budget down by the town since there was no town administrator. A three year budget plan and a five year budget plan were done. The financial policies were put in place by setting the guidelines and not make exceptions. Mr. Vegnani asked what the next steps are. Mr. Boudreau said one is economic development and growth. How do you get your growth numbers up? The individuals Villages in Scituate need to be treated differently because they are each unique. The capital plan is funded through free cash. He plans that that is on the books a certain year and looks at what debt is coming off and when. He believes in a ten year capital plan even though it is going out a long time. Mr. Boudreau has a great relationship with the superintendent and look at options on how to do things. When the school succeeds the town starts to succeed. He has a great relationship with the police and fire chiefs as well. Mr. Danehey asked about coastal issues and how he could help. Mr. Boudreau has not experienced coastal storms but he knows the town has a plan to deal with these emergencies. He has had a plan to deal with storms and getting funding back from the state and local government takes forever so he would look for ways to expedite this process. Mr. Boudreau said he deals with FEMA and MEMA just like Scituate. The magnitude is larger in

Scituate due to the coastal issues but he has worked with these organizations in the past. There was a brand new middle school, renovations at the high school and elementary schools. The projects were not funded so he had to go to town meeting to get funded. He did a new police and fire station while he was in Norwell and that was a long process. They put a calculator on the town website and could show residents what the impact would be on each resident. Communicating why you need something, what they are getting and the cost. There were two debt exclusion over rides and the council on aging was built by the vocational school. Mr. Vegnani asked if he dealt with tough financial times in the past. Mr. Boudreau said if you are doing good financial planning you can absorb something. They did not fill vacant positions at times to save some money. You show people the budget and let people make the decision as to what is going to happen. Kids are coming back to the school system because kid's parents can't afford private schools. Mr. Boudreau said there were no actual layoffs during his tenure but they did not fill some vacancies and had to move people around. Ms. Curran asked how technology can be used to inform the public. Facebook and twitter is used by Mr. Boudreau directly. Their website was just updated. He received a state grant for MUNIS checkbook. Salary data is on there but not by name. He believes in transparency. He does a formal budget presentation. The Town of Wakefield has a social media coordinator. He times that information to post on social media between 5 and 7 a.m. Mr. Harris asked if he has repurposed a municipal building. Mr. Boudreau said he did some work repurposing the old police station on River Street. The Gates School gym should be kept since it is at a premium. That type of building would be too costly to repurpose. He would repurpose the property. Mr. Harris asked his thoughts on the recreation commission. Mr. Boudreau made the recreation director full time in Lynnfield and is just getting that off the ground. The Norwell recreation director is fantastic. He grew up in Quincy and the recreation department was great. Ms. Canfield asked about his experience with collective bargaining. Mr. Boudreau said he has done it everywhere he has been. He has a great relationship with all of his unions. The key to collective bargaining is to be honest and tell the truth. He has only been to mediation once. This is a two way street and come up with an agreement that works for both sides. Generally he does not have labor council involved except when union reps were attorneys and he needed an attorney. Normally the team is himself and the department head and a Selectman in some towns. How do you separate professional and personal relationships with people? He said the easiest answer is he has to do his job and so does that department head. He is a professional and does the job. He thinks it was Tip O'Neill that said "It's business until 6:00 and after that we can be friends". Mr. Vegnani asked how he handles a difficult situation with employee or union negotiation. Mr. Boudreau said it is hard when it is a town employee and they have a home and a family. It is very hard but steps need to be followed and you have to do your job. Difficult negotiations happen all the time. You have to leave on occasion and come back later. It is never easy but you make the decision on what has to be done. You have to be consistent with employees. The civil service system is awful. It is understaffed and it is tricky if you want to bypass somebody. It takes forever to get a list and is a

slow process. You get the list and go through the process. You also use an assessment center. The Fire Chiefs do their own hiring. In Lynnfield he is the hiring authority for the police department per the charter. Staff positions he just checks in to make sure all the appropriate steps are followed. He does not get involved in who they are hiring. Mr. Boudreau said there is less land in Scituate and all the business districts are tucked in tight to the residents. There could be some mixed use areas to develop. Scituate does not have an anti-business reputation. Meeting with businesses and walking them through the process can be helpful to meet potential business deadlines, etc. Mr. Harris asked how he felt about the selectmen going directly to the department heads. Mr. Boudreau said it depends on the circumstance. If it is a pothole sure you can call them. If it is about staffing it should come through the Town Administrators office. He doesn't sweat the small stuff but he would like the Selectmen to go through his office. Norwell center is very contained and small and the problem is the huge cemetery in the middle. He reviewed the bylaws and rewrote the zoning bylaws to allow things they wanted for business in town. Allowing things by right is easier for businesses than making them go through zoning, planning and board of health. These things need to be looked at. Mr. Vegnani asked what the deciding factor was for him to leave Norwell. The Lynnfield job was near where his wife wanted to be and he was looking for a new challenges. Mr. Vegnani asked what is a good fit here. In Lynnfield they were lacking in a lot of the processes that he could put in place. He did not apply to a lot of jobs on the south shore. He has spent a lot of time here and he likes coming here. He likes the community. He would like to work on OPEB and the budget and work to get Scituate to a AAA community. He is interested in the senior center project and managing of the budget. It is a well-run town. Ms. Canfield said we have a very active addiction program here in Scituate and marijuana sales what is his position. Mr. Boudreau said that is a community decision and we need to look at it and prepare for it. He is not a fan of legalizing marijuana and he has been a proponent of NARCAN in all the cruisers. It is a societal problem and we all need to work together and do whatever we can to help out on this problem.

Mr. Salk asked what is going on in the world of municipal government that is cutting edge and in the way what amazon has done with retail. Municipalities tend to lag and are not cutting edge. He would like to ramp up the use of technology and electronic voting. He would like to move everything on servers to the cloud. There is so much going on that municipalities do not even scratch the surface. Chief Murphy asked what people would say about him. Mr. Boudreau said they would say nothing but good things and he is good to work with and keeps his word. He would do anything he could to make the fire department successful. Mr. Danehey asked what he has done to advance accessibility. Mr. Boudreau said they keep accessibility in mind on all projects. It is something to look at with every project. He saw the beach commission rolling out mats at the beaches and he saw the boardwalk at the lighthouse. It is important also for an aging population. Mr. Boudreau would bring a wealth of experience to the job and he still likes it. Every day is different. He has seen a lot and done a lot and would bring that to Scituate. He is

right up the street and would be here for anything that is needed. He can bring experience and contacts to the Town of Scituate. The board will meet next Tuesday and discuss the next steps.

There being no other business there was a motion to adjourn at 8:55 p.m. by Ms. Canfield
Second by Mr. Harris Unanimous Vote (5-0)

Respectfully Submitted,

Lorraine Devin, Recorder

List of Documents for the September 26, 2017 Board of Selectmen Meeting

- Agenda
- Outdoor Entertainment Application

Board of Selectmen Meeting Minutes for September 26, 2017

BOARD OF SELECTMEN

Maura C. Curran, Chairman

Anthony V. Vegnani, Vice Chairman

John F. Danehey, Clerk

Karen B. Canfield

Shawn Harris