



Meeting Minutes

Town of Adams Board of Selectmen

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November 20, 2014

Board of Selectmen Meeting

On the Above date the Board of Selectmen held a meeting at Town Hall at 6:00 p.m. **Chairman Arthur Harrington** presided. Present were **Members John Duval, Joseph Nowak, Jeffrey Snoonian,** and **Vice Chairman Richard Blanchard.**

Call to order – 6:00 p.m., Select Board Meeting Room

Open Session

Chairman Harrington welcomed Candidate **Matthew Kerwood**, and explained the interview process. The Select Board members took turns asking questions of Mr. Kerwood. The questions and answers are as follows:

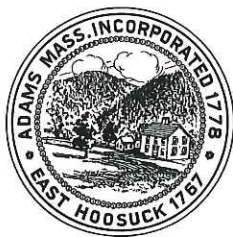
1. **Being a Town Administrator, I believe, goes well beyond being just a person who oversees the running of a community. What other attributes do you consider imperative to becoming a successful administrator?**

A1: Mr. Kerwood responded that being an effective Town Administrator and leader in the community requires becoming part of the community and interacting with organizations to understand what the concerns, issue, challenges, and opportunities are, to more effectively manage the day to day operations. He said nobody can dictate from the corner office and be effective at managing and understanding the community. It is important to walk the streets, talk to the merchants, and weave yourself into the fabric of the community to effectively manage the community.

2. **Mr. Kerwood, would you say the Town of Richmond is better off today for hiring you? Please explain your answer.**

A2: Mr. Kerwood said that Richmond is better off today since he has been there. He said when he started there 5 years ago it was a community that was behind the times, with antiquated internal systems which experienced system failures. He made some personnel changes and modernized the community so now there is an integration of the software between the school and the Town. The Town's website was completely revamped, and he made an improvement in the way citizens were communicated with through a weekly Town Hall newsletter to 500 subscribers. Mr. Kerwood said the Town is more transparent, and instituted a long term planning process that produced the creation of an affordable housing sub-committee and a marketing committee for the community. He also said he instituted an online regional permitting process, for which the Town received an award. He noted that he has both modernized the Town and created efficiencies.

3. **In a concise manner, please describe how you would develop and implement a strategic plan for the Town of Adams.**



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A3: *Mr. Kerwood said that strategic plans are all about collaboration and bringing together groups of people to strategize about the future of the community. He said he had read the strategic plan for Adams and felt was a very good plan that needs to be refreshed and updated. He said he feels a strategic plan serves as a guidepost, and the process of creating strategic plans is about brainstorming and strategizing, and building on what exists. He said the first thing to do is to identify successes, where more work needs to be done, and what new opportunities have presented themselves. Once this is completed, they become a document to become the new or revised guidepost for the community to use to go forward.*

- 4. If selected as the next Town Administrator of Adams what do you consider the three most challenging aspects of the position and how would you handle each?**

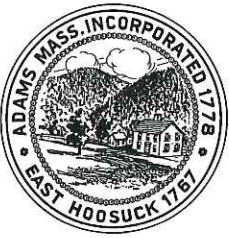
A4: *Mr. Kerwood asked for clarification on the question.*

Chairman Harrington clarified that part of the question was checking if the candidate has done enough research to know what is going on in Adams, what isn't working well, and what might be challenging. It also might reflect on the challenging aspects experienced in Richmond or other positions held, and there may be some that are unique to Adams.

A: *Mr. Kerwood responded that coming in as the Town Administrator here and being from Berkshire County, he knows what is going on. He noted that Downtown and the reuse of the School are focal points for the Board and the community, and they present both challenges and opportunities. He said it is about working to maximize opportunities and counteract or work through the challenges. He remarked that he read through the work that the architect had done, and believes it is on track and a good strategy for the reuse of the school building. Mr. Kerwood also said he felt the Town is in the driver's seat for the destiny of the Greylock Glen with the lease agreement. He said he felt the Scenic Railway is another opportunity to create linkages that the Town has been very good about promoting and advancing to sell itself as recreational hub and center. He mentioned the Town has been successful promoting the Thunderbolt, the Steel Rail, and the Turkey Trot as examples. He expressed desire to focus on those items with the Town's excellent staff, and pointed out that Donna Cesan is excellent at what she does. He said he welcomes the opportunity to work with her when advancing these objectives, priorities and goals.*

Chairman Harrington asked Mr. Kerwood what the challenging aspects were of each of them in his opinion.

Mr. Kerwood advised in the Downtown it is working to fill vacant storefronts, working with banks to figure out how to create the vibe, energy and the vibrancy of the Downtown. He suggested that the southern corridor of Commercial Street could use improvement, as the gateway to Park Street, by extending the period lighting beyond the school, and removing some of the trees. He also suggested working with Big Y to improve signage toward the street area to make it a better gateway to Park Street. He pointed out that the community is



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focused on using Community Development Block Grant money and looking beyond that to the Commercial Street Corridor would address some issues and create the "gateway" into a nice Downtown. He said when the improvements are done Adams will have good "curb appeal". He said he is aware of all of the issues with the Greylock Glen and feels it is important to link the Glen and the Scenic Rail to the Downtown to build positive momentum. He said if it was easy every community would be successful and have every storefront filled.

Q5: Cite a specific example of working directly with your local legislative representatives to obtain state or federal funds that had a direct impact on your community and elaborate on why you think you were successful.

A5: Mr. Kerwood explained the question was complex because he held many roles, and was an elected official and a state official at the same time. He said his job was not only to advocate for funding on City Council, but also working as the administration to deliver the funding. He stated he was successful at bringing resources in that have had a positive impact on the communities throughout the region. In Pittsfield specifically he explained he worked on votes with the City Council to provide funding to the Colonial Theater, for funding for the relocation of Barrington Stage, and working on projects like the Central Block. As a state official he said he was part of the team that helped bring about the corporate center in Adams. He said he has a long history of working with and also being a state official and understanding where resources are, and who to work with. He gave examples of MASS Office of Business Development, MA Development, Berkshire Housing Development Corporation, and other public agencies that have resources. He said he has the necessary experience both as a local official and as a state official.

- 5. An individual's demeanor and temperament are invaluable assets when attempting to deal with a person or a group of people who are skeptical of one's viewpoint. How do you approach such situations? Can you give an example of a time when you brought together factions of opposing viewpoints and crafted a sensible and workable compromise amenable to the parties involved?**

A6: Mr. Kerwood responded that it is important when dealing with skeptical groups to always meet them where they are, to find out what elements give them concern and work through them in order to react without saying the person is wrong. Understanding where they are coming from is important to get people to pivot and collectively they can be moved in any direction. He said good ideas can come from anywhere. He explained that Richmond has had a demographic shift which has put the sustainability of the school in question. There are a rapidly declining number of students, and in 5 or 10 years there is a question about whether the school will be there. He said some community members believe the school should not be there and others believe the Town should always have a school. He explained that as part of the long term strategic planning process he was part of a committee that had individuals from both factions. The committee is allowing the process to be driven by data and is working with various organizations to analyze the issues.



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Decisions will be made from everyone being together, understanding everyone else's position, and operating from the same set of data. He said that in democracy, the winners are losers sometimes. In that situation even the losing side can understand the totality of the issue.

6. What would you say is your strongest area of expertise and also, what is your weakest?

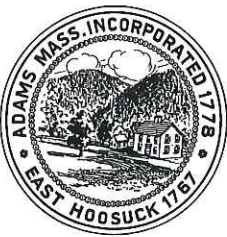
A7: Mr. Kerwood responded that on the municipal government side his strongest area was in understanding how municipal finance works; the systems, budgeting, money in/money out, and accounts payable. He said the luxury of coming from a small community is that he has to do and know everything, and to perform it. He stated he has done pretty much every job in town except being the DPW Director, and he understands all the systems and each job function. He said the finance side is his strongest side; monitoring, following, and tracking the budget so he can see which departments are going beyond their budget, and he can see what is going on, why, and to develop strategies. He said he was familiar with the accounting software MUNIS, used by the Town of Adams, but it wasn't his favorite system. He said he would be able to understand reports driven by the system. He noted that his weakest side would be that he is a "doer" and that doing should follow better listening. He said he likes to get things done, but sometimes does them with too much haste and needs to be able to take a step back, re-evaluate and figure out how to go forward.

Q8: How do you resolve conflict? Please provide an example of conflict resolution related to city or town government. Specifically with a Select Board Member, Department Head, Town Resident, or Union Member; please give a specific example.

A8: Mr. Kerwood responded that it is important to meet people where they are, to digest and understand their perspective on a particular matter. He said he would first find a common ground, and work from there to build trust and coalition in a collaborative nature. He said in most cases it works, but in some cases it doesn't. He brought out that one thing that is always a challenge is dealing with residents and getting them to understand the answer is "no. He said it is OK to say "no" as long as there is a reasonable explanation, and it is communicated. He said he strives to avoid conflict and in order to do that he has used tactics and strategies mentioned before as a way to avoid screaming at somebody because nothing good comes of it. He said he tries to create an environment to diffuse issues, to find a common ground. Though the answer still may be "no", there is an understanding as to why it is "no".

Q9: Please describe your management style (specifically your interaction with town employees, the board of selectmen, other community agencies, and the public in general)?

A9: Mr. Kerwood explained that he is not a micro-manager because he doesn't feel that is how a Town Administrator should operate. If the employees are doing their job and doing



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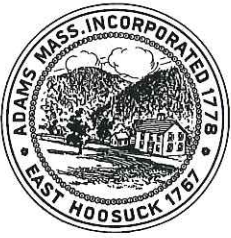
their job well, it is not his position to be standing over their shoulder every day, all day. If there are issues and the department head or employee is not doing what they should be doing they have to work it through the channels and if it has to go to the Town Administrator level he would deal with it. He said there are different angles on how to handle disciplinary issues, such as affirmative or progressive discipline including a study and volumes on HR Management. He said that on a team it is about collaboration and cooperation, and the best ideas can come from the janitor. If they are good ideas, they are solid and worth pursuing. He said he felt no one should think they can lock themselves in an office and be an effective manager or leader of the community, but must get out and be the fabric of what is going on. Internally, walk the building and spend time in departments, talk to Department Heads and the staff to find out what the issues and concerns are, what is good or bad, and what could be better. He said it is important to get a real sense of what is going on, and be able to pivot from that and explore opportunities for greater efficiencies and productivity, such as bringing in a new system. Mr. Kerwood told the Board they are the policy makers, it is their community, and they are elected to lead and be policy leaders. He said he would operate with them as a team, and their agenda would be his agenda and together they would be the face that this community wants them to be. He said he has a passion for the public sector, and the commitment of bringing a community from where it is today to where it wants to be tomorrow gives him satisfaction.

Q10: Cite a specific example of streamlining local government services that resulted in budget savings but didn't impact the quality of services performed by the town.

A10: Mr. Kerwood explained that in Richmond the town runs pretty lean, being a smaller community with a fewer staff. He described what Richmond was like when he started, and how he upgraded some of the software to integrate the school and the Town to reduce duplication and create efficiency. He said Richmond tried to create a system for citizens to do the majority of their interface through the Town's website, to reduce foot traffic and free up time for staff to do other things. He said residents want to interact with the Town Government the way they interact with their credit card companies, and to have a level of customer service. Mr. Kerwood said those types of systems need to be put in place to create convenience and efficiency.

Q11: Talk about the balance between not micro-managing but still being involved enough to be able to catch problems early on.

A11: Mr. Kerwood said it is important to understand job functions, the challenges that each position brings, and how they are all tied together. He said he felt nobody should be a silo, and everyone must work together. It is the Administrator's job to understand those connections so everyone understands how a job affects, impacts and is beneficial to others. He said it is important to be part of the operations and system. Every organization has its own culture and nuances and the "way we do things", and he would not say everything would have to be done the way it is done in Richmond. Mr. Kerwood said he would take the first six months to look at the internal operations of the Town and to fully understand the



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system because the only way to institute change is to fully understand the system and culture.

Q12: What is your philosophy on keeping the Board of Selectmen informed about town affairs?

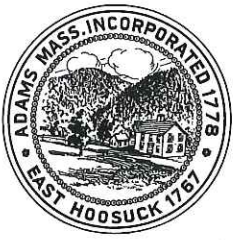
A12: Mr. Kerwood said he would have an open door policy with constant communication flow back and forth between the Selectmen and the Town Administrator. He told the Select Board they can't do their job and he can't do his job as Town Administrator if they aren't talking to each other because there has to be transparency and true open and honest communication between them. He said together they could develop a system that works for them all and that he is open to any way they wish to communicate with him. Communication is what it's all about.

Q13: In a concise manner, please describe how you would develop and implement an economic development plan for the Town of Adams

A13: Mr. Kerwood responded that it is a similar process for undertaking a Strategic Plan. Adams is a diverse community and that it is important to bring those constituencies in to work with the Board and the Community Development office with cooperation and collaboration to identify what the issues are. He said it is incumbent upon the Town Administrator and Select Board to create a mechanism for check-ins to routinely and regularly look at it. He said not monthly or every six months, but to create and build a process by which to evaluate it, and if necessary to figure out how to pivot to correct that course.

Q: You had mentioned that we have a beautiful Downtown; we get those comments from many people. When you mentioned the businesses in the Downtown, we do have many empty storefronts. What role should Town Government play in bringing business into the community?

A: Mr. Kerwood said he felt having someone fly over the country to try to attract businesses doesn't bear fruit in most cases. He clarified that businesses open and close all of the time for a whole host of reasons, like poor business plans or poor work ethic, and government cannot fix these. He said what government can do is to create an environment that fosters a successful environment that supports entrepreneurship and allows businesses to run their businesses. He emphasized that how the Town handles enforcement, inspection, and permit issues are important, as well as whether there is a warm and welcoming Town Hall. He suggested the Town adopt a "how can we help you" attitude and provide a checklist of all that a business will need to deal with from the Town's perspective in order to get permits, and licenses. He said this gives a clear roadmap for businesses and entrepreneurs in the Downtown to understand what they need to do. He said on the macro level, government should work to draw in businesses with recruitment, but if businesses are



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brought in and are confused once they get there and they can't figure out the roadmap to get from point A to point B, then nothing has been achieved.

- 7. Is there anything that we (the board) should know about you that we either have not asked or that you have not already told us?**

A14: *Mr. Kerwood shared that he has two children and a lovely wife, and was born and raised in Berkshire County. He said he has no desire to live anywhere else and has devoted his professional career to the betterment of Berkshire County and the communities he has worked in. He said he considers himself a humble guy just trying to do the best he can with what the good Lord has given him. He also said that professionally he has enjoyed the time spent in Richmond, and think it is a great community, but it is time to move on and use his skills in a different way, which is what drew him to this job.*

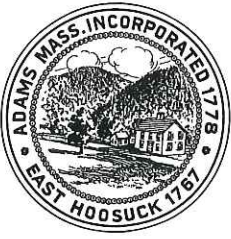
Q: **As a follow up question, you do live in Pittsfield, correct? You don't live in Richmond? If you were chosen, would you have a problem moving to Adams?**

A: *Mr. Kerwood said he would have a problem moving to Adams, and that he was aware of the residency language in the Town Charter as part of the act that was created in 1983. He said he knew that in the early 1980's, charters included residency requirements but more recent ones have not. He said he understood the philosophy was from the standpoint that you needed to live in the community to be effective. He said he felt as time has gone on, that has become less and what he does is his profession. He said he brings his professional integrity, professional work ethic, and desire to see the community better tomorrow to the job and if asked, Richmond residents would say it doesn't matter that he doesn't live in Richmond because they get 100% of him. They can always find him, and he doesn't think it matters whether or not he pays taxes to the community. He said the person could be a renter and not shop in the community, or be part of the community, and the community wouldn't get anything out of that but they can live in the community and be as invested, or in some cases be more invested than people who actually do reside in the community.*

15: Do you have any questions of the Board?

A: *Mr. Kerwood offered that he didn't have direct questions of the Board Members because he had sent his "scouts" to get information. He asked the full Board what they expect from their Town Administrator.*

Member Snoonian: *Someone who is professional in all the duties that he performs, but also understands that the Town Administrator position is really a blue-collar position. Professionalism is number one, and having the ability to communicate with anyone in the Town is important. He also noted that being willing to doggedly pursue every dollar that is ethically responsible to make this community better and leave no stone unturned is expected. He added he would like a person that exemplifies professionalism and communicates with the Select Board.*



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A: *Mr. Kerwood assured him that he was that guy and that in Richmond he instituted a "no tie" policy in Town Hall and if a staff member wants to wear jeans to work that was fine. He said when people walk through the door they are usually in shorts, so there is no sense in trying to be something that you're not, or put on airs. He said he felt it was important to meet people where they are at, and at the end of the day they don't know whether you live in Town or not. He said by the way you understand the community, they would assume that you live there.*

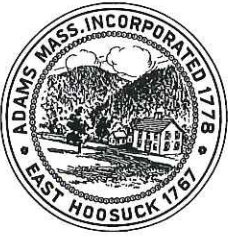
Member Nowak: What I am looking for in a Town Administrator is someone who is humble, as you mentioned you were, understanding, fair, and using the best of their abilities and talents the Lord gave them.

Vice Chairman Blanchard: For me, it is someone who is going to further Adams, and of course by my questions, it is communication. I like to know what is going on.

Member Duval: For me, it is a little more specific. I was on the School Committee for 17 years and you can probably tell by my questions about the strategic plan and economic development plan, at the School Committee we did have a strategic plan with 50 stakeholders and subcommittees to create goals. Everything was tied together with the school committee to review and 5 years later we would look at it again to make decisions which would be focused on that strategic plan. For this town, the economic development plan is very big. Downtown could use a lot more for the young people, like restaurants and coffee shops. Your response was that we don't need anybody to bring business into the community Downtown, an individual for Town Government but you set the zoning and the atmosphere for it to be business-friendly. I am looking for someone that is going to get things done that is going to encourage the Board and community to put together plans, to follow those plans, and to come back and look at those plans, so we are all on the same page and have a direction to move forward.

A: *Mr. Kerwood joked that he had "scouts" that informed him well about Member Duval. He pointed out that as a former economic development professional for the Commonwealth he knew that economic development takes patience. Mr. Kerwood said when he discussed making sure that the systems internally work for the businesses brought in it was because if they are brought here and then can't figure out how to make it work you haven't done your job. He said he didn't mean to completely dismiss the idea of someone going out and recruiting, if that is an element of it, but it has to be done in synergy. It shouldn't be recruiting for the sake of recruiting. He used a football analogy to demonstrate his point. He also offered full disclosure that both my children attend BArT school in Adams every day, and he would love to be up here in Adams with them while they are in school. He said he didn't want to have a discussion about funding for charter schools but that his children thoroughly enjoy being in that environment.*

Chairman Harrington: I am looking for a person that is honest, forthcoming, and keeps the Board and the staff aware of things that are going on. You hear something on the



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street, a rumor about this or that, and I don't want to come in and find out that rumor is true when we should have known about it before. I think it is important to build the trust by being honest with the Board and the Department Heads, and the Administrative Assistant. It is a very important thing that we have a person we can trust that is honest and forthcoming with information and ideas.

A: Mr. Kerwood responded that in his experience as a former elected official there is nothing worse than being stopped on the street and having someone tell you something that you should have known, and not having the appropriate and proper response.

Chairman Harrington thanked Mr. Kerwood and advised him of the final decision process, and that the Board would have the opportunity to have a discussion and if appropriate to make a choice Saturday. If that happens, the Board will schedule a vote to appoint that person, and then the question for that person would be when they would begin, which would be different for each individual. He noted that Donna Cesan has done an excellent job as the Interim Town Administrator and the Town Staff have done a wonderful job making sure this transition has been seamless.

Mr. Kerwood advised that with the holidays coming up, he knew the Town would like to have someone on board by the 1st of the year or in that time frame and should he be chosen he would have to work through, and deal with some issues that are outstanding in Richmond, and then figure out what do they do, to create an Interim or whatever structure they will put in place there.

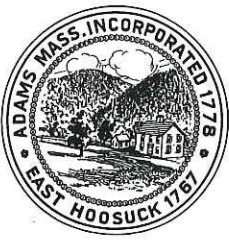
7:15 p.m. a 10 minute recess took place before the second interview of the evening.

7:25 p.m. the meeting resumed.

Chairman Harrington welcomed Candidate **James Foley**, and explained the interview process. The Select Board members took turns asking questions of Mr. Foley. The questions and answers are as follows:

Q1: Being a Town Administrator, I believe, goes well beyond being just a person who oversees the running of a community. What other attributes do you consider imperative to becoming a successful administrator?

A1: Mr. Foley told the Board that being part of the community is important, and that communication is his strong suit. He said in his opinion the job doesn't exist in the office from just 9am to 5pm, but mainly at community events, the supermarket and football games. He said this is what makes people feel more comfortable with a person as a community representative, and they may be hesitant to ask questions in an official forum but may feel more comfortable asking questions out and about town. He said as a Selectman he sits at the coffee shop with a cup of coffee and is amazed the number of people that come in to meet him to talk about an issue. He said it is those types of community involvements that foster comfort and trust.



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Q2: Mr. Foley, would you say the voters of Brewster are better off today for electing you a Selectman? Please explain your answer.

A2: Mr. Foley said yes and that if he ever doubted that answer he would not have run for re-election so many times and served for 15 years. He said he believed people have a comfort level with individuals that will represent their interests. He noted that the people of town and people of Cape Cod are all very pleased to come to his community and they notice things they see, and that he reflects that. He said the town is better off for having had his involvement.

Q3: In a concise manner, please describe how you would develop and implement a strategic plan for the Town of Adams.

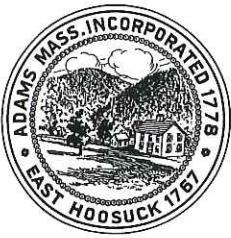
A3: Mr. Foley said he had been through the town's strategic plan and he thought it was a fluid document. He noted that when he was here last Park Street was a construction zone but has since been paved and it really shows the Town well. He said the plan is a continuing effort to go to the next bullet point and try to figure out where the priorities are. He said the Town has the capability of filling up storefronts and buildings that are empty due to lack of demand, but it isn't likely for the mills to come back. He said there are other community stakeholders and there is an enormous capability for tourism in this town. He pointed out that if the Greylock Glen can be brought to fruition it would be a home run for this community. He also said in his community the Rail Trail has been a huge benefit and many businesses and interests thrive from it, whether it is seasonal food operations or sales. Mr. Foley said he met visitors on the Rail Trail who marveled at how great it was, and said they were coming back. He said the strategic plan is the culmination of everyone's efforts from Board of Selectmen and all of the other departments in Town, but if it sits as a document on a shelf collecting dust, then it is useless. It needs to be implemented and continually changed.

Q: Does your Board have a Strategic Plan?

A: Mr. Foley responded that no, his community doesn't operate on a charter, but on regulations. He explained that his town has twice started the process of a strategic plan and it got weighed down in politics and surpassed by other items of more importance and it sits on a shelf, partially done. He said what was done was good, but it was never completed and it has been a difficult item, and he can't go to it and say "but we all decided as a community..." because they never got that far.

Q4: If selected as the next Town Administrator of Adams what do you consider the three most challenging aspects of the position and how would you handle each?

A4: Mr. Foley said he didn't know the Town of Adams well and needs to know the people, the history, and the background that has formed past decisions. He said he doesn't know where the Town has come from, to have made the decisions it has in the past, so he needs



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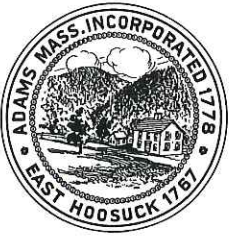
to learn about that. He said the second was personnel, because he doesn't know where the Town's personnel have come from. He said he is comfortable with those that he has met, and he felt those few are quality people, but he would like to know their backgrounds and what they bring to the table. He says he draws on people for their strengths and capabilities. He said he didn't have a third aspect, and would need time to work on it.

Q5: Cite a specific example of working directly with your local legislative representatives to obtain state or federal funds that had a direct impact on your community and elaborate on why you think you were successful.

A5: Mr. Foley described a large state state-owned property in town called Nickerson State Park. He said it is 1600 acres with freshwater ponds and over 400 campsites, south of Route 6A. He explained how the state took over an additional 200+ acres back in the mid-1980's, which incorporates what we call the Crosby Mansion, which the state intended to fix up but didn't have the funding to do so. He helped form the "Friends of Crosby Mansion" which included a group of volunteers to help, and they enlisted help from the state when they needed extra funds for the roof. He described a collaborative effort ongoing presently with DCR to build a parking system to allow them to open up one mile of sandy beach. He said they currently have legislation penned to go before them in January, and a commitment that they are going to work together to get it accomplished. He said the project is not fully funded, but is a multi-year project. The funds would take care of neighborhood traffic concerns and beach accessibility, as well as bring some financial benefit to the town through parking fees. Mr. Foley said the state is interested in a share of the fees and that negotiation is not yet complete but this long-term project, and everything done with the state to date since the mid-1980's, has made the town pleased with how far it has come, and Mr. Mario is in full support.

Q6: An individual's demeanor and temperament are invaluable assets when attempting to deal with a person or a group of people who are skeptical of one's viewpoint. How do you approach such situations? Can you give an example of a time when you brought together factions of opposing viewpoints and crafted a sensible and workable compromise amenable to the parties involved?

A6: Mr. Foley explained that the Crosby Mansion beach accessibility project initially caused neighbors to be upset because of traffic plans to go through private neighborhoods to access the beach. He said the citizens asked the Town to rethink the proposal, so the Town approached the state for access through state-owned property instead. Because not this situation, the townspeople had less trust. He explained that now that he is Chairman of the Board, he is making the emphasis on having community meetings to bring the neighbors in for discussion and information. He said in recent meetings the neighbors heard the same told to DCR, and 95% of them like the new plan better. Some wanted the property to remain pristine and untouched, but it cannot be both ways. He said he thinks this was properly handled this time, and the State was on board.



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Q7: What would you say is your strongest area of expertise and also, what is your weakest?

A7: Mr. Foley said he has two strong areas of expertise; communication and a financial format that he felt would benefit Adams. He said the best way to serve the community and the Board is through constant communication, and he preferred emails because of the ease and convenience of smart phones and gadgetry out there today. He said the other thing that has worked well is a financial format that has developed a large amount of free cash yearly, which the town uses for most of its capital purchases. He said they went into this year's fall town meeting with \$2.2 Million in free cash, but decided to spend about \$700,000. He said the financial formula was that if a 5 year history shows that a particular item raises 2% or 3% each year, he might estimate it will only have a 2% decrease. When it comes in as expected, as it has for the last 5 years, he adds a 2% increase, creating the margin as free cash. He said when done for the hundreds of line items of funding that come through the town, he has been able to develop a steady cash flow that he thinks can work in Adams. He said his weak point is historical knowledge of this community. He said when he came out the first time he spent the entire day here to learn. He arrived early for his first interview to walk around and talked to shop owners, visitors, and spent time at the Council on Aging. He said he wanted to see what was going on in town and learn about it, since he didn't come with a background in Adams and he needed to know it if chosen.

Member Duval: You mentioned your healthy cash flow in your community and you said it could work here. As you know, our communities are probably different in many ways in regards to income level, the amount of business and tourism that the Cape has in their communities. Could you elaborate on how it could work here?

A: Mr. Foley explained that in any given year, a certain number of people buy new vehicles, and you expect the excise tax to reflect that. He said in Brewster they go into every budgeting session as they analyze the trends for the last 5 years, and estimate without having any major problems, it will be in the same area. In 2009 they took about a 20% cut in excise taxes. He said you have to wait until everything settles out and everyone is in a stronger position. When you look at the variety of Board of Health fees, Conservation, Selectmen, Police, Fire, DPW, and go down the line, per department, the monies they bring in, in any fashion, they do 5 and 10 year projections, and lay them out on the computer screen and basically say they can almost gauge where these are going to go. If things are a little tough they will look at it and anticipate having less. They won't spend beyond the lower number that they believe we can live within. If things continue as they hopefully have been, there will be a small windfall.

Q8: How do you resolve conflict? Please provide an example of conflict resolution related to city or town government.

A8: Mr. Foley said that mostly he sees conflict as the inability of folks to work with one another. He said they are working with a department where had to let one person go, and now are under the scrutiny of the Massachusetts Commission Against Discrimination



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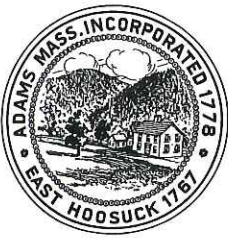
(MCAD) for a discrimination case that has not yet developed into a lawsuit but probably will. When it was brought to their attention that the individual who had been there for many years, was very well respected and knowledgeable, was the person who was committing the offense of sexual harassment and pornography, there was only one decision. They let the person go within 48 hours. He said you have the discussion with Town Counsel, the Police Chief and the individual, and you do it in conference with other people like the Town Administrator and others, and say "this is where we need to go".

Q9: Please describe your management style (specifically your interaction with town employees, the board of selectmen, other community agencies, and the public in general)?

A9: Mr. Foley responded that he thinks his management style is inclusive, and not all of the answers come out of the corner office. Management works best when it reflects what the community is asking for. Communication works when you bring in different community groups and factions that are looking for their piece of the pie. It works when you have an open discussion about where financial capabilities and legal responsibilities are, and try to find a common ground. This may be with employees. He explained that he sat on collective bargaining for the town 3 different times where they negotiated with 4 major unions. Although collective bargaining always has its issues and sometimes hard feelings, hopefully at the end you walk away with a handshake and say they did the best they could, and believe that they will continue to work for you faithfully and honestly. If you walk out slamming doors, nothing good comes of it. He said he thinks it needs to be through communication. In a lean year, he said they laid out their full financial forecast to employees, who came to the table asking for 3% or 4%. They said they could give it to them, but then have layoffs and program closures. They developed a budget to have the steady same level of services budget. He said they asked the employees to take 2 years out of the 3 year contract at 0% because they didn't want to lose their fellow employees or the programs they were representing. On the 3rd year they faithfully held their bargain to the employees and gave them what was a reasonable rate. Everyone is very happy.

Q10: Cite a specific example of streamlining local government services that resulted in budget savings but didn't impact the quality of services performed by the town.

A10: Mr. Foley said he agrees that the town can streamline in many cases. Every town's DPW has different functions. He said they brought many of those small functions in handling Parks, Recreations, waste disposal, and cemetery maintenance. They sat with the DPW Chief 8 years ago and were looking for potential savings. Together, they thought the best way to do it was to make major changes in the waste stream. The town has worked with Covanta in Rochester, MA on a series of initiatives to take as much of the recyclable material out of the waste stream as possible. The contract through the Covanta-run operation on energy efficiency had the contract from \$37.51 per ton to a projected \$95 per ton in 2016. They went back and renegotiated something less, and the recycling is more than doubled. They were able to cut the disposed waste about 60%. Some of the residents in town don't want to go that route because the method calls for "pay as you throw",



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which was adopted. He said they just finished up about 15 months of the "pay as you throw" program and their budgets are reflecting about a \$600,000 increase over that time period. Some would like to keep it the way it has always been done, but there are now two freed up workers, full time and part time, who work for the DPW that don't have to do work tossing trash. They have a lot of other jobs to do in Parks, Recreation, mowing Ball Fields, etc. He said they take the manpower and shift it elsewhere, think they will be more efficient that way, and it has worked.

Q11: Talk about the balance between not micro-managing but still being involved enough to be able to catch problems early on.

A11: Mr. Foley said he hates micromanaging and thinks if you hire quality people who have a large capacity, you tell them what you need done. You show them how to do it if they don't know already, and then you let them do it. You ask them to communicate back to you where they are. Questions, and problems are fine, but hanging over their shoulder aggravates them and they work slower because they are afraid to do something wrong. He said he would rather have someone that is completely capable running things, and if they are not properly engaged or educated in it, that's fine. Nobody does everything well, and that is a great time to get them the tools or education they need to do their job more efficiently. He said he really doesn't like hanging over people's shoulders, or when they hang over his, and that he is a firm believer that if you have good quality people they will give you good quality results in whatever you are asking of them.

Q12: What is your philosophy on keeping the Board of Selectmen informed about town affairs?

A12: Mr. Foley responded that his philosophy is communication, and that he loves emails. For those who are fluid, it is really easy, without breaking the Open Meeting Law, and there are restrictions. Waiting for periodic meetings to be able to tell somebody there is a problem is not acceptable, and with communication this job becomes easier. He said he has used budget books for years in his town, which are really difficult to work with, especially if you find an error. It is a 4" or 6" 3-ring binder filled with every note on every department and every budget. It took about 4 years to convince them to go to iPads or laptops. Now when they say "we found an error" they just correct it. He said he can take the same laptop and zero in on the line item being worked on or the issue, with all of the background documents on it for the last three months, or two years. Technology works to benefit the town but not everyone is comfortable with it, and he would learn.

Q13: In a concise manner, please describe how you would develop and implement an economic development plan for the Town of Adams.

A13: Mr. Foley said that Adams has one, and he thinks it is a fluid document. The economic development plan has 15 bullet points and the first 5 are completed. Park Street looks terrific, and now a key part of it is to fill in those storefronts. He said that his method



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would be to do work on the Greylock Glen; there is the Rail Trail and the School issue with the three story building that needs to be considered for where you want to go. He said he thinks you take that economic development plan and go to more of the stakeholders in town, key businesses in town, the Chamber of Commerce, Kiwanis, the Lions Club, and whoever is here that represents part of the community, as well as large business owners that could be here. He offered that Berkshire Medical Center is big in this part of the state, and the Town could consider inviting them in, and say they need a nursing home rehab facility here and the Town is willing to sit down and discuss eliminating permit fees and tax breaks so they can come here and take 100 construction workers to renovate a building. It will take another 200 to staff it, and then the Town would go to the community college and say if there is going to be a nursing home more nurses and aides, physical therapists, and occupational therapists are going to be needed. Do you have the educational programs to help staff that? He said he would suggest that they start a new nursing and nursing aide program and base the staffing and education to be done in Adams as a satellite of whichever college the Town is working with. He would suggest that they educate town people to staff that facility with good, steady jobs. Health care is always going to be here. He said Adams need to look at something like that. He said you can develop an economic program around parcels, buildings, community needs, but this is one that might work for Adams, and he would love to try to handle that.

Q: As a follow up, in your opinion what role should town government play in recruiting businesses?

A: Mr. Foley said he felt town government should be a facilitator, and should be of and in the community, beating the bushes. He suggests they talk to the artists who reside in the valley, but not just Adams because there are some great artists in other communities. He said if you open up a series of art galleries for them to display their wares and sell their products, why wouldn't they want to come if the rent was reasonable and if you could make it work for them economically? He said the felt there is a whole artistic community out in the Berkshires that is waiting to be unleashed. The Governor has funded the MoCA Project but that is only one avenue. He said that is a huge project, but he thinks it will bring more people who will be looking in the valley for what else they can do here. Mr. Foley said the town is in a perfect position to try to gain off of that, especially since there is a whole recreation capability. People are using the Rail Trail to run and walk and bike, and can use it for snowshoeing and skiing in the winter. He said you can develop plans off of that. If you get enough people you will get more restaurants who will want to serve them, and a couple of B&B's will develop to take care of them while they are here. It mushrooms out from there.

Q14: Is there anything that we (the board) should know about you that we either have not asked or that you have not already told us?

A14: Mr. Foley responded that he didn't think so, and that he is an open book. He said the Board can google him, and he was told that others have already done that. He said for



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those who would google him they will have questions and they will have opinions, but he thinks he is what he professed to be. He said he is a government nerd and wouldn't do it for this long for the \$1,000 a year that he gets, but has to love it to do it.

Q15: Do you have any questions of the Board?

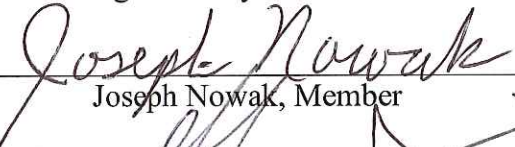
A15: Mr. Foley responded that his questions were already answered, and that he at that point had no questions.

The Select Board thanked Mr. Foley for coming in for the interview and advised they would let him know as soon as they know the results of the interviews.

Motion to Adjourn made by Vice Chairman Blanchard
Second by Member Duval
Unanimous vote
Motion passed

Meeting adjourned at 8:12 p.m.

Respectfully Submitted by Deborah J. Dunlap,
Recording Secretary



Joseph Nowak, Member

John Duval, Member



Jeffrey Shoonian, Member



Richard Blanchard, Vice Chairman

Jeffrey Shoonian, Member

Richard Blanchard, Vice Chairman



Arthur Harrington, Chairman

Arthur Harrington, Chairman