

Westborough Board of Selectmen

**Town Manager Initial Interview Minutes**

March 12, 2009

5:00 p.m. – 8:03 p.m.

Members Present: Chairman Thompson, Vice Chairman Emery, Selectmen Goldblatt, Dodd and Jane´

Also, Present: Henry Danis, Town Manager; Maryanne Bilodeau, Assistant Town Manager; Town Counsel Gregory B. Franks

**Pledge of Allegiance**

Chairman Thompson reiterated the Town Manager Interview format that was discussed and voted on their meeting of March 10, 2009

**Introductory:**

*James J. Malloy, Town Manger, Town of Sturbridge*

Mr. Malloy said that he is 46 years old, has obtain a Bachelor and Master's degree, has been married to his high school sweetheart, and has two children; one is enrolled in Boston University the other is just finishing up his junior year in high school. Mr. Malloy said that he is very much interested in the Town Manager position for the Town of Westborough and believes that he will bring a lot of municipal experience along with water, sewer and sanitary operations skills. He said that he also has expertise in both civil service and non-civil service communities.

Mr. Malloy said that he has a very low key personality which has served him very well throughout his working years. He said that he has found that by having this type of personality has helped establish long-term relationships and helps in confrontational matters. Mr. Malloy said that he has been employed by the Town of Sturbridge for over 14 years and has had a combination of 21 years of working service in 3 different communities. He said that he was employed by the Town of Sturbridge in 1994 and feels that the community has moved forth in a positive way; from a small town type of government to a more professional median type of government.

Mr. Malloy noted that during the Town Manager Search Committee interviews Mr. Hall, Committee Member, asked him if there was anything in the first interview he would like to change. Mr. Malloy said that, at that time, he answered without any thought to the question and would like clarify his previous answer. Mr. Hall's question was "what was his strength and weaknesses". Mr. Malloy said that he answered by saying that his strength would be finance and his weakness would be in conflict. Mr. Malloy said that his answer is that he has a very even keel disposition and would give the same type of tone in a response whether a department head comes to him and informs him of a grant that has been received by him or if he is told that the EMT's just wrecked the ambulance. Mr. Malloy said that his tone would be the same to a Board member, a staff member or a department head. He said that he does not raise his voice at all and deals with whatever situation is at hand in an orderly manner and also feels that by having an even keeled tone it is good for the staff and the public.

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Mr. Malloy said that Selectman Goldblatt asked him “why was he looking for a position at this time” his answer was that he is looking for professional advancement and felt that he was treated unprofessional by the Board of Selectmen of Sturbridge which was reflected in his annual evaluation. Mr. Malloy continued to explain to the Board what the unfairness of the incident was. Mr. Malloy said that Selectman Goldblatt asked him if the evaluation rating would be positive in the Town of Sturbridge would he still pursue this position. Mr. Malloy said that his evaluation will be made public next Monday and state that he has received a positive rating; however he reiterated very strongly that he is still very much interested in this position.

#### **Board of Selectmen Questions:**

The Board of Selectmen welcomed Mr. Malloy and each of the Selectmen asked Mr. Malloy the following questions:

Selectman Goldblatt asked Mr. Malloy the following question:

**What importance does he feel the Town Manager should play in their relationship with the Town Committees and our State Delegation knowing that our town has three State Representatives that represent Westborough and one Senator?**

Mr. Malloy said that when it comes to the town committees he believes that the Town Manager can be the focal point and a source of communication between the Board of Selectmen and all the different Boards, Committee, and Commissions.

Selectman Jane´ asked Mr. Malloy the following questions:

**Assuming that your first full budget cycle in Westborough will be a very difficult and challenging one and assuming that you will be facing budgets where you perhaps are level funded or even reducing budgets tell the community how you would go through the process of getting input for competing priorities and how would you demonstrate leadership in putting that budget together in a way which the town could buy into.**

Mr. Malloy said that he would approach the budget in a very conservative manner and then would attempt to segregate out the non-discretionary spending items and then those items that are discretionary spending. Decisions will be made as to what level of service the town will be able to provide and said that his experience of including the Department Heads in reducing their own budget has proven to be very fruitful endeavor and he is more likely to do the same here.

**Selectman Jane asked Mr. Malloy to walk him through his priority steps in regards to how he would divided the non-discretionary and discretionary items.**

Mr. Malloy said that non-discretionary items are insurance, debt service and the all of the town’s obligations etc; the discretionary items are Conservation Commission, Library, Public Safety expenses etc. Mr. Malloy said that he believes that the Town’s obligations are a priority.

Selectman Jane´ asked Mr. Malloy:

**In your experience in Sturbridge from an economic development perspective name two or three things that you did in Sturbridge that you found to be productive for the town in terms of economic development.**

Mr. Malloy said that the Town of Sturbridge has been successful in attracting companies using tax increment financing plans and in the development of Old Sturbridge Village as a tourist attraction. He said that the parcel of land that the Town purchased is also successful in attracting various groups and companies for ecological uses.

Vice Chairman Emery asked Mr. Malloy the following questions:

**What is your role in the union negotiations in the Town of Sturbridge?**

Mr. Malloy said that he is the sole negotiator under the Town of Sturbridge's Charter for all kinds of contracts.

**Have you ever used legal counsel?**

Mr. Malloy said that only when there is a very serious legal ramification then he defers to legal counsel.

**Have you ever negotiate an impasse with police or non-uniform employees, if so, what was your role in the negotiations at that time?**

Mr. Malloy said that he has been very active in all departments (school department also) in non-uniform employees up to the point of mediation. He said that he always uses a reasonable and common sense approach to all negotiations.

**If your department head wanted to be part of that negotiation how would you deal with that?**

Mr. Malloy said that he would be open to having a department head in negotiations and has no problem to having them involved.

**What is your ideal vision on manager responsibility in a unionized environment and when should a Town Manager speak to an employee if ever?**

Mr. Malloy said that he generally goes through the Department Head unless it is a very trivial matter and does not agree that the Board of Selectman should go directly to them either. He believes that by doing so you are setting people up by giving them two sets of directions and does not believe that is a good idea.

**Have you ever been in a Chief Executive position in a town that was charged in an unfair labor practice?**

Mr. Malloy said that he has not been a Chief Executive in a town that was charged with an unfair labor charge.

**How do you get Department Heads on board with important policy, practice changes or adjustments that might affect a contract or their conditions at work if they are not unionized?**

Mr. Malloy said that he brings the Department Heads in to speak with them about the changes and/or conflicts and also research other towns as to whether they have had these changes before and how they dealt with them.

**You have had advanced hands on involvement in Sturbridge what do you think about having hands on improvements for the Town of Westborough?**

Mr. Malloy said that he would welcome designating department heads/committees, commissions on a mission statement for whatever project is at hand and allowing them to work independently. He also noted that having less authority does not bother him at all.

Selectman Dodd asked Mr. Malloy the following questions:

**If you were hired would you look for a different way of coming up with the town's capital projects and, if so, would you set this as a priority?**

Mr. Malloy said that he would research for a different way of coming up with the town's capital projects and would also set it as a priority.

**How would you send updates to the Board of Selectmen before the Board's meetings?**

Mr. Malloy said that he would send the Board prior to their meeting an Administrative Update and would make his recommendations to the Board and thinks this process works very well.

**Do you currently have department head meetings and do you think having these meetings are effective and, if so, would that be something that you would continue in Westborough.**

Mr. Malloy said that he does feel that having department head meetings is very beneficial and very informative about what other departments are having in their areas. Mr. Malloy said that by having these meetings people understand that we are all working together for a common goal and would like to continue this practice here in Westborough.

**Do you think you have effectively used the Town of Sturbridge's technical tools to communicate with the public?**

Mr. Malloy said that he feels that he has effectively used the Town of Sturbridge's technical tools to communicate with the public. Mr. Malloy said that their web page is full of the town's information along with contact names and numbers and emails. He said that he maintains an open door policy for staff and public. Mr. Malloy said noted that he maintains the town's main web site page.

Chairman Thompson asked Mr. Malloy questions:

**Do you think that the Town Manager should manage the Board of Selectmen and, if so, how would you manage them?**

Mr. Malloy said that he believe that the Town Manager should manage the Board of Selectman in a very professional manner. He said that by "managing the Board" he means more of an organizational point of view and strategic planning. Mr. Malloy said that he considers that as part of his duties.

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**What is the most unpopular thing that you have done in the Board of Selectmen's view?**

Mr. Malloy said that he and the DPW Director supported the recommendations of the Town Engineer for a big size Wastewater Treatment Plant. The Board members wanted a smaller wastewater treatment plant for the town. During the process the decision to have a bigger wastewater plant was supported by the Finance Committee.

**How is your relationship with the Town Moderator?**

Mr. Malloy said that he has a very good relationship and works very well with the Town Moderator and respects his input very much.

**What would you be doing if you were not a Town Manager?**

Mr. Malloy said that he would probably be an architect or an engineer, if he had the skills to do it.

**Follow-Up Questions:****Chairman Thomson asked Mr. Malloy how he would handle a Department Head dispute.**

Mr. Malloy said that he would discuss the situation with the Department Head and try to resolve the issue at hand immediately.

**Closing Remarks:**

Mr. Malloy reiterated his strong interest in the Town Manager's job opportunity and said that he is very impressed with the Town Manager's Search Committee members and strongly believes that this is a great career move.

**Introductory**

*Jill R. Myers, Interim Town Manager, Town of Princeton*

Ms. Myers said that she is very excited to be in front of the Board tonight and has wanted to be in this position for ten years. She said that she moved from the State of California to Medway Massachusetts ten years ago and has worked in municipalities as a City Council and City Manager since 1989. Since then she has settled in Shrewsbury Massachusetts and strongly believes in regionalism. Ms. Myers said that her first municipal job was in the Town of Northboro as the Assistant Town Administrator. In addition to being the Assistant Town Administrator other duties included being the Human Resource Director, Economic Development Coordinator, and Special Projects Coordinator. From there Ms. Myers became the Town Administrator in Charlton Massachusetts for about four years. She said that Charlton was a start up town. Ms. Myers said that she was the second administrator to be employed by that town. She said that the Town of Charlton had issues with finance and staff and also had its first round of 9C cuts along with an earlier retirement initiative package. Ms. Myers said that because of the retirement initiative the Town Accountant, Highway Superintendent, the Treasure and the Collector had just retired. She worked with the Board of Selectmen and had success in improving the town's finances and bond rating. Ms. Myers said that she acquired a lot of experience in Charlton and from there she was recruited by the Town of Uxbridge to be the Town Manager and was employed there for about three years and found that position to be a very changeling and interesting job. She said that while being employed by the Town of Uxbridge she believes that she brought strategic planning and building skills.

She is now associated with the Edward J. Collins Center which is through U-Mass McCormick Institute and is now providing interim Town Administrator services in the Town of Princeton and has been there about one week.

**Board of Selectmen Questions:**

The Board of Selectmen welcomed Ms. Myers and each of the Selectmen asked Ms. Myers the following questions:

Selectman Goldblatt asked Ms. Myers the following questions:

**What importance does she feel the Town Manager should play in their relationship with the Town Committees and our State Delegation knowing that our town has three State Representatives that represent Westborough and one Senator?**

Ms. Myers said that she believes that having a relationship with the Town Committees, the State Delegation, the Senator and the three Representatives is the second of the most important aspect of being a Town Manager. She said that having strong communication with all of them is one key aspect of managing the Town.

**How many times do you think you should meet with the State Delegation?**

Ms. Myers said that at her previous employments she met with the State Delegation constantly and also forwards a Town Manager's Report and a monthly report to the delegation.

Selectman Jane' asked Ms. Myers the following questions:

**In your experience from an economic development perspective name two or three things that you did at the Town of Uxbridge that you found to be productive for the town in terms of economic development.**

Ms. Myers said that she has been very active in using the town's web site and places all types of information for any citizen and resident to look up. She said that in addition to the web site she developed a brochure with the entire Town's information and has worked for business retention in the Town of Uxbridge.

**Assuming that your first full budget cycle in Westborough will be a very difficult and challenging one and assuming that you will be facing budgets where you perhaps are level funded or even reducing budgets tell the community how you would go through the process of getting input for competing priorities and how would you demonstrate leadership in putting that budget together in a way which the town could buy into.**

Ms. Myers said that she has acquired the experience of prioritizing the town's budget and making tough decisions with the previous towns that she has been employed with. She said that they have worked together in the budget process and that she also has created a budget summit to forecast the town's budget with the Department Heads. Ms. Myers said that she believes that when preparing the budgets you need to look at the way it is presented and also prioritize all the core services that the town needs to stay open and offer public service.

Vice Chairman Emery asked Ms. Myers the following questions:

**What was your role in the union negotiations in the Town of Uxbridge?**

Ms. Myers said she was the Chief Negotiator in the Town of Uxbridge and would meet with Department Heads to negotiate the contracts then meet with the Board of Selectman to touch base on the contract's parameters. The Board of Selectman negotiated with the unions directly. She said that the negotiations have always been fair and formally done.

**How would you use legal counsel to augment your skills in negotiations?**

Ms. Myers said that she would have legal counsel to review the contracts and rely on his/her expertise on case law. She said that her contract negotiations have been very limited and primarily related to health insurance changes in the employee and employer contributions. She said that she is a member of the Joint Labor Management Committee (J.L.M.C.) and is learning more on contract negotiations.

**What kind of experience have you gained from being a JMLC member?**

Ms. Myers said that she is fairly new to the committee and has not been to a 3A hearing or participate in mediation as of yet. She said that she has participated in mediation and has given her exposure to the labor and management side.

**Have you ever negotiate an impasse with police or non-uniform employees, if so, what has been your role in the negotiations at that time?**

Ms. Myers said that in the Town of Uxbridge there was a Massachusetts Committee Against Discrimination suit that was filed against her only for not reappointing a person. She said that the Town won the case.

**What is your ideal vision on manager responsibility in a unionized environment and when should a Town Manager speak to an employee if ever?**

Ms. Myers said that she strongly believes in the chain of command.

Selectman Dodd asked Ms. Myers the following questions:

**If you were hired would you look for a different way of coming up with the town's capital projects and, if so, would you set this as a priority?**

Ms. Myers said that she does believe that having a capital project and financial forecast for a number of years is very important and believes that it works as a guideline. She said that she has worked with the Finance Committee in Uxbridge and in the Town of Northborough. She noted that in the Town of Charlton having a financial forecast is a requirement and is stated in their Charter.

**What is your policy regarding department head meetings and given our town charter how would you communicate with all facets of town government.**

Ms. Myers said that she believes that there are many constraints by the Charter or by the title. She believes that the only way a Town Manager is going to be successful is being able to share information and receive feedback.

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She said that she tries to have Department Head informational meetings every six weeks; however, it all depends on what is happening. In addition to that there are broadcasting emails that are sent, Town Manager and Department Head reports that get issued out.

**If you were to come to the Town of Westborough what are some of the ways you would use technology and other means to communicate with people?**

Ms. Myers said that, at first, she would need to rely on the people who are already involved in government to make some introductions. She said that her theory of managing a town is not to be in the office. Ms. Myers said that she likes being involved (attend parades etc...) and as a result she is willing to work eighty hours a week to always be available to anyone who needs to communicate with her. She said that she has an open door policy and thinks that it is really important that a manager should be in contact with the community. Ms. Myers said that she also promotes the town's web site and makes sure that every bit of information is posted there along with contact names and numbers.

Chairman Thompson asked Ms. Myers the following questions:

**Do you think a Town Manager should manage the Board of Selectmen and how would you manage them?**

Ms. Myers said she thinks the Town Manager should follow what the Board of Selectmen's directive is. She said she believes that the Town Manager and the Selectmen should meet and discuss the expectations of what the Board is expecting of the Town Manager. She said that she doesn't feel that she has ever managed the Selectmen and believes that they see her as a resource.

**What is the most unpopular thing or recommendation that you have made from the Board of Selectmen's point of view and how did you proceed when and if there was any conflict.**

Ms. Myers said that there was never any drama and if there were she would prepare the Selectmen's packets with all the information and her recommendation.

**How would you describe your relationship with the past Town Moderators?**

Ms. Myers said that she considers her relationship with the Town Moderates as very good.

**If you couldn't be a Town Manager what would you want to be?**

Ms. Myers said that she would like to be a salesperson at a Nordstrom store.

**Do you have any methodology or style when the rare occasion arises when a department head you supervise or manage is not performing up to your expectations or the Board's expectations?**

Ms. Myers said that she strongly believes in the chain of command because of the Human Resources aspect of record keeping and would investigate the particulars to better understand the situation. Then she would proceed with the proper chain of command cycle and move forth from there.

**Follow-up Questions:**

**Selectman Goldblatt asked Ms. Myers who is the “they/we” in the answer she gave for Selectmen’s Jane’ question of putting the budget book together and how much is she involved in the process?**

Ms. Myers said that the “we” is the financial team putting together the budget book. She said that the budget book that she provides to the Board almost looks the same except that it has a narrative and in the presentation she speaks about the budget busters and other non-discretionary items. She said that the Department Heads provide their final request and submits them to her and the Finance Director. She would just tweak the narrative and the Finance Director would work on the budget numbers and formulas.

**Vice Chairman Emery said that she mentioned that she was recruited by the Town of Uxbridge three years ago and would like to know why she left.**

Ms. Myers said that she had great evaluations and believes very strongly that she carried out the Board of Selectmen’s directives at that time. Unfortunately, one board member had to resign; another member moved away, another member was reelected after 15 years of not being active on the Board. This particular member’s thought was that the Town did not need a Town Manager and wanted to revert back to how they used to do it before. The Chairman of the Board of Selectmen had resigned and did not want to work under that thought. Ms. Myers said that she was not reappointed because of this particular member’s thought.

**Chairman Thompson asked Ms. Myers what word or two would you pick if you had to characterize your budget forecasting projecting in terms of building out a budget?**

Ms. Myers said that the word(s) would be super duper conservative but with common sense.

**Closing Remarks:**

Ms. Myers said that she is much oriented in the “we” approach and that it is not her style of always advocating for herself. She said that she is not the only one who produces and that “your staff” should also be recognized. Ms. Myers said that she believes that it is really important for a Town Manager to be involved in the community and be the face of the community and that is what she hopes to do for the Board of Selectmen in the Town of Westborough.

**Introductory:**

*Suzanne Kennedy, Town Administrator of Medway*

Ms. Kennedy thanked the Board of Selectmen for having the opportunity to be here this evening and appreciates the efforts of the Town Manager Search Committee and the Board for this great opportunity. She said that she is very impressed with the process and is very grateful for being part of the process. She said that she likes to describe herself as a very well seasoned municipal executive with strong administrative skills and extensive knowledge on public policy matters. She said that she has a distinguished record of achieving strong administrative and fiscally stable organizations. Ms. Kennedy said that she is currently employed by the Town of Medway and has extricated them from a financial debacle. She said that when she took over as Town Administrator of Medway it was not clear or apparent to either her or the Board of Selectmen that there was a financial issue (\$856,000 free cash deficit).

Ms. Kennedy said that the Town of Medway is now out of the red with \$1.7 million free cash and 2.1 million in the stabilization fund. She said that she works with a five member board in the Town of Medway and has had a variety of experience in public service by working in New York State, Maine, Connecticut and Massachusetts. Ms. Kennedy said that her strongest skills are in planning, organization and administration expertise and hopes to bring those skills to Westborough.

Selectman Goldblatt asked Ms. Kennedy the following questions:

**What importance does she feel the Town Manager should play in their relationship with the Town Committees and our State Delegation knowing that our town has three State Representatives that represent Westborough and one Senator?**

Ms. Kennedy said that she believes that it is very important to have communication with the Town Committees, State Delegations and the Town's Representatives. She said that communication with all of the above is the key to success.

**Assuming that your first full budget cycle in Westborough will be a very difficult and challenging one and assuming that you will be facing budgets where you perhaps are level funded or even reducing budgets tell the community how you would go through the process of getting input for competing priorities and how would you demonstrate leadership in putting that budget together in a way which the town could buy into.**

Ms. Kennedy said that she would inform the Departments of the process and strongly request that they continue funding their core services then have the Department Heads submit their budgets to be discussed with her and make adjustments as needed. Ms. Kennedy noted that the budget in the Town of Medway is the Board of Selectmen's budget and they have the final word.

**How would you manage the Schools budget?**

Ms. Kennedy said that she would discuss with the School Superintendent what the goal for the Town is and would suggest that the Schools do the same.

**What is your role in union negotiations in the Town of Medway?**

Ms. Kennedy said that her role in union negotiations has been sometimes very involved and other times not involved at all; it all depends on the circumstances. She said that she relies on the labor counsel to give her advice since she does not know everything. Ms. Kennedy said that she has been involved in labor negotiations throughout her employment of public service.

**Giving that you have had labor legal experience how would you describe the qualities or attributes of a first class legal counsel; legal eagle or wise old owl?**

Ms. Kennedy said that she has been very fortunate on having very good legal counsels most everywhere she has been employed. She said that she believes that it would be a combination thereof the counsel's experience. Ms. Kennedy said that she believes that a good attorney has many capabilities not just one attribute verses another.

**Have you ever had a Town charged with unfair labor?**

Ms. Kennedy said that she has never had a Town charged with unfair labor laws.

**Have you ever negotiation to impasse with the Police or Fire Unions?**

Ms. Kennedy said that she has never negotiated to impasse with the Police or Fire Unions in all her public service employment.

**What is your ideal vision on manager responsibility in a unionized environment and when should a Town Manager speak to an employee if ever?**

Ms. Kennedy said that it has been very difficult since she was the Human Resources Director at the Town of Medway. The Town has hired a Human Resources Director. She said that she believes in the chain of command and relies on the department heads of keeping her informed if there is a conflict of any kind; however, there are times when she tends to speak to the employee but it occurs very rarely.

**Where there any labor or union issues as a result of linking performance to department budget allocations or switching to a merit base pay plan?**

Ms. Kennedy said that she has not done that for the Town of Medway. She said that she has created and have implemented a different kind of merit plan for one community and has negotiated a merit plan.

**Where there any management issues or controversy that came out of that implementation?**

Ms. Kennedy said that the merit plan that she negotiated at that community was extremely difficult to implement. She said that it took awhile to get that plan through and it was a very complex process. Ms. Kennedy said that she only heard of the complexity after she left that community. She said that she believes it makes sense in having a merit base plan.

Selectman Dodd asked Ms. Kennedy the following questions:

**Have you in any of the municipalities you have worked at created, implemented or worked with a system that forecasts 3-5 years into the future?**

Ms. Kennedy said that at her previous employer, prior to Medway, she worked with the Budget Director on implementing a budget forecast for 3 years only. She said that she believes that going over 3 years does not make sense in this volatile financial market. She said that the Town of Medway requires to have a 5 year budget forecast (under their Charter). Ms. Kennedy said that she honestly prefers a 3 year budget forecast and has always level funded the budgets for any unforeseen budget cuts.

**What is your philosophy on Department Head meetings and working with Departments?**

Ms. Kennedy said that she believes in having town Department Head meetings and feels that they are meaningful. She said that she conducts these meetings in sections followed by one general meeting every four weeks with all staff and has found out that the people get very well informed of what other departments are doing.

**What strategies did you use in the Town of Medway to communicate with the public?**

Ms. Kennedy said that the Town of Medway's web site is not as nice as other communities and has not progressed in that area much for now.

The town does not have the dedicated resources to accomplish that at this time. She said that she believes that having information placed on the web site is important and a good idea for town residents to get informed of the town's activities, programs and events. The Town of Medway is working on improving their web site.

Chairman Thompson asked Ms. Kennedy the following questions:

**What is the most creative thing you have ever done as a municipal Town Manager?**

Ms. Kennedy said that she thinks she has done a lot of creative things throughout her public service employment. She said that she took an idea from the City of Boston called picking up the neighborhood and implemented that idea in the Town of Medway to have a town wide clean up day to coincide with Earth Day. That turned out to be a wonderful collaborated effort and got residents to buy shovels, equipment, shirts, and food and believes that it might not have been much of a creative idea but feels that it was by having the community come together (town officials, residents and town employees).

**How would you describe your relationship with the Town Moderator?**

Ms. Kennedy said that her relationship with the Town Moderator is very good and is there to answer any questions as requested.

**Do you think the Board of Selectmen should be managed and, if so, how would you manage them?**

Ms. Kennedy said that it would be nice if the Board deliberates the way she thought would be useful but she does not manage them. She said that she believes that her role in regards to the Board is one of a focal point and resources for them to make the most appropriate decision at that time. Ms. Kennedy said that they manage her not the other way around.

**What would you be if you were not a Town Manager?**

Ms. Kennedy said that she does not know but loves being a public servant and has been all her life. She said that she wouldn't mind working in a hardware store (part-time) because she loves to make projects.

**What is the most unpopular thing you have done in the Board of Selectmen's view?**

Ms. Kennedy said that the most unpopular thing she has done was that she advocated having the enterprise account include all of the water and sewer debt that they pay for the residents through the general fund. She said that she believes that the users should pay for the infrastructure they use. It has been the practice that the town would pay the water and sewer for the town's residents through the general fund. Ms. Kennedy said that the Board of Selectmen has agreed to pay for 50% percent of the water and sewer from the enterprise fund and the other 50% through the general fund.

**Please give an example of your leadership style relative to a dispute that you might have had with a Department Head?**

Ms. Kennedy said that she would research the complaint and then speak with the Department Head and the resident/employee and that seems to work out well so far. They usually come to a compromise.

**Follow-Up Questions:**

**Selectman Jane' asked Ms. Kennedy what 2-3 initiatives that you managed or introduce to the community?**

Ms. Kennedy said that at present she is helping to manage a sewer extension project which was envisioned by the Industrial Development Commission. She said that the project is located in a business development park which has been inactive for many years and cannot attract business because the area does not have sewer connections. In addition to that she has overseen a few construction and sewer projects. Ms. Kennedy said that she has been an economic developer planner and has completed a lot of theory. She said that she has worked in the Development Office and worked for a group called the Development Azar but most of her efforts have been focus on public relationship and marketing.

**Selectman Jane' asked Ms. Kennedy how you would approach the introduction of 2-3 initiatives here in the Town of Westborough.**

Ms. Kennedy said that she would approach that by acquiring any state tools that they may have to help communities attract and retain new businesses.

**Selectman Dodd asked Ms. Kennedy what her feeling is on regionalization if you were to come to Westborough as the Town Manager.**

Ms. Kennedy said that she is very interested and in favor of regionalization and would like to have it in Westborough. She said that she believes that sharing services is very important for all.

**Chairman Thompson asked Ms. Kennedy what type of consultants has the Town of Medway attained?**

Ms. Kennedy said that she has attained consultants in the accounting and treasurer/collector areas.

**Closing Remarks:**

Ms. Kennedy once again thanked everyone for the opportunity of being here and has enjoyed interviewing with the Board. She said that she has been to a variety of interview settings and that this setting has been one of the most interesting that she has been through. Ms. Kennedy said that she appreciates all the hard work that people have rendered in order to make this a success of whomever the Board chooses.

*Ms. Kennedy asked if the Board has any expectations for the new Town Manager.*

Selectman Dodd said that he would like to see the new Town Manager continue building on the Town's core services, continue more financial planning, be a great communicator and be able to work on all levels.

Selectman Goldblatt said that she does not want a micro-manager; the town runs well with the individuals that are in place. She said that she would like to see a person that would continue building up the community, increase the economic development committee awareness and bring in additional revenue to the town.

Vice Chairman Emery said that she is looking for a person to work well with a financial team and the Finance Committee and to spearhead a 3-5 year financial planning and performance base budgets; someone creative. She strongly indicated that she does not want a micro-manager.

Selectman Jané said that he would like to see the person have a financial sense of mind; a person who acknowledges the things the town employees do very well; a person who is open minded to new ideas.

Chairman Thompson said that the Board has had the opportunity to meet with three very talented people who are very dedicated to their career choices. Chairman Thompson said that he would like to see a person that would be able to fit in without regressing or slowing down; a person having leadership in regards to administrative and financial issues and have plenty of forward thinking.

Chairman Thompson thanked the candidates for their time and wished everyone a good evening.

### **Adjourn Open Session**

Selectman Goldblatt moved to adjourn the Board of Selectmen meeting at 8:03 Selectman Dodd seconded. 5-0

*Submitted by Nidia L. Ruberti*

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**Chairman George Thompson      Vice Chairman Leigh Emery      Selectman Lydia Goldblatt**

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**Selectman Timothy A. Dodd**

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**Selectman Rod Jané**