

Members present: John W. Hadley Christopher A. Rucho
 Kevin M. McCormick Siobhan M. Bohnson (7:55 arrival)
 Patrick J. Crowley

Mr. Hadley convened the meeting at 7:20 p.m. and noted that Ms. Bohnson is in route.

James M. Kreidler, Jr., Candidate for Town Administrator

James Kreidler joined the Board. He was born and raised in Fitchburg, received his Bachelors from Columbia College and his MPA from Clark University. All he has ever done is public service. Mr. Hadley asked him to tell the Board about himself and why he is interested in the position. Mr. Kreidler states that all his education and training is in local government, a Bachelors in Government and Masters in Public Administration. He likes the local level as you see people face to face and the people you serve. You do not get the same feeling at the state level. He added that there are a lot of good things going on here.

Mr. McCormick asked what kind of management style do you see yourself bringing to the job with reference to how you handle the public, officials and employees? Mr. Kreidler states there is no difference in how I would handle anybody. One of the standard questions you get in an interview is your strengths and weaknesses. It is my integrity, it is a strength and weakness. It is hard work to do well. It will impact the people. Politically a lot of people in the profession get far too involved in the politics. My job is to take your vision and policy and enact it. Consistency and integrity. Mr. McCormick asked if you were to rate yourself on a 1-10 basis, with 1 being the low, how would the public rate you? Mr. Kreidler replied, you should have seen the packet of reference letters, with 10 being high, they would be a 10 and there would be another list of people who would rate me lower. I sleep well at night knowing I did the right thing and made the right decision. It is situational and goes person by person. If you perform within the law and you have a clear conscience, it shouldn't matter how they would rate you. Mr. McCormick asked, the employees you supervise, in West Boylston you have a lot of employees with the Special Act who report to you. Mr. Kreidler, in Winchendon I have a lot of employees with the exception of the Town Accountant. There have been employees who have performed well and some have not. In 25 years he has had to terminate people. With very few exceptions he would not change any of the decisions he made.

Mr. Crowley read the report on the situation which occurred when Mr. Kreidler was the Town Manager in the Town of Winchendon. He understands that Mr. Kreidler had nothing to do with the medical insurance piece of the issue, however, the executive report of the Financial Management Review states that many of these management letter findings became more severe due to a lack of budget monitoring by the former town manager and irregular communication between the prior town accountant and department heads. Based on our observations, the former town manager had little involvement with the budget once adopted by town meeting. Mr. Kreidler explained that in Winchendon the problematic issue was the fact there was a clear line between the CFO and the CEO. He worked with three town accountants, 2 he did well with. The last not well with. The DOR has now put the town accountant under the town manager and in doing so they said they were doing so to give more control. While he appreciates that report the point was made clear that the structure didn't allow him to do certain things. Mr. Crowley stated it is a lack of budget monitoring, did you not have the authority to do that? Mr. Kreidler explained that they ran a software system, which gave him monthly reports. The last town accountant who came in was not producing reports and there was unwillingness on behalf of the Board of Selectmen to direct her to do so. Not having direct access to Munis and her

not providing reports, people ended up with wrong balances in their accounts. When the town accountant was absent all the way to the new town accountant coming in, there was no one in the position and the balances were incorrect. She was unable to answer questions. For the 14-1/2 years prior there were never issues, audits were clear, and we went from a B3 rating to a AA rating. This is an anomaly that the auditor termed a perfect storm. A very closed door town accountant, and a series of 13 catastrophic health claims coming together at the same time. It was an anomaly nothing that the town had seen before.

Mr. Rucho asked, how do you communicate with co-workers? Would you prefer that your interactions be formal or informal? Mr. Kreidler replied it depends. He worked for a member of the Board of Selectmen who did not use email. They wanted face to face, others preferred email. The same with employees. Working up the chain it would be how you would like it to be. Down the chain you need to have documentation of your communications, including date and time. You create the paper trail for a record.

Mr. Hadley asked how does your experience qualify you for this position? Mr. Kreidler states that West Boylston is very similar to Winchendon. It is called a Town Administrator but the Special Act is like a Town Manager. As a Town Manager he appointed everyone except the town accountant. West Boylston is all of that plus the town accountant.

Mr. McCormick asked give an example of how you've handled difficult situations. Mr. Kreidler explained over the course of 15 years in Winchendon he faced a lot of difficult situations. He focus on the work, do not take things personally, be responsible to the Board and the employees below. The last six to nine month window he had the opportunity in the fall to renegotiate his contract. They offered to renew for three years. He could have left with one years' severance, but instead he stayed to get things done. The deficit reduction plan DOR accepted his. He drafted it and DOR accepted it. He negotiated deficit legislation. The issue with the town accountant, five years earlier he had made the recommendation to the Board to make that change, and the Board decided not to do that. We just authorized a new police station, fire truck and library. He was able to negotiate deficit legislation to keep the bond rating at AA. He kept his nose down and it was ugly. He could have bailed but he didn't. A sense of humor helps.

Mr. Crowley asked what is you experience with developing municipal budgets? Mr. Kreidler explained that in Winchendon the town manager would develop the budget. For FY16, the budgets were mine. They closed black ever year. It was unfortunate what occurred because everything leading up to it was good team work. Mr. Crowley asked explain your priorities in creating the annual budget. Mr. Kreidler replied, what the Board's priorities are. The Board in Winchendon and in Ayer and in West Boylston are the chief policy Board. Some things do not change such as street lighting and he would work with the Board to make sure that the document reflected what the Board had for goals and objectives. Mr. Crowley asked please give an example of how you would deal with budget request from departments when there wasn't enough money to fulfill the department budget request. Mr. Kreidler stated in 15 years I have never had a department head standup against me at town meeting. He gets the mission statement from the Board and he starts to work on building the budget. It is one on one and as a group. The department heads trust his judgement on what is fair and appropriate. They will get theirs when the time is right. Everybody has accepted and adopted it.

Mr. Rucho asked give us an example of a time when you reorganized a department or dramatically changed a long-standing process. How did employees, Town officials, and residents respond? Mr. Kreidler replied there have been several in my career. In Winchendon the DPW has a number of different divisions. The water division was a number of employees responsible for the treatment plant into the town and he did an analysis, looked at the personnel costs and their

performance and he put out an RFP to privatize the service. It ended up working out and they saved a couple hundred thousand dollars, their numbers improved on quality of water and reporting to DEP improved. After the second contract we brought it back in house again.

Mr. McCormick asked how would you correct a department that the general consensus of the populous is that the department is under performing, how do you fix that? Mr. Kreidler replied, you manage it. You set goals and objectives from your level to the town administrator and I set goals and objectives to the department head and then we set a work plan. If that plan is not working we put together a corrective action plan. If they cannot follow the plan you can terminate the employee. You have to manage the plan and sometimes it is not the case. There needs to be a public dialog about what it is we are doing and why we are doing it. You are the chief executive board. You set policy. We would have data we could share with the populous. This is the work planned and we could show them the facts. If they are not doing their job we have an obligation to take action.

Ms. Bohnson asked what information did you review in preparation for this interview and what did it reveal to you about the town? Mr. Kreidler replied that he read more of your minutes on line than I have read in the last year of my life, read the T&G and The Banner. Digging into the minutes has been most helpful to him as it gives a flavor of the Board and he read the annual report and spoke with former town administrator Leon Gaumond. He also spent time speaking with Mrs. Lucier and spoke with people in the coffee shops in town trying to catch a conversation. Mr. Rucho asked from doing all that, did anything stand out? Mr. Kreidler replied, financially, you are strong. Like any other communities in Central Mass that can change with Proposition 2-1/2. The public work department is a curiosity to him. The recent directive to hire Mark Morse to do a study. He has worked with Mark Morse before and he thinks it is an interesting area. Parks and Cemetery would normally be under the DPW. He thinks the Fire Department is interesting right now Chapter 150E is very clear about what you can and cannot say when employees have signed a union card. The senior center issue and police station issues are important as once. Putting money into OPED would be helpful as well. In Winchendon they set up a plan to put a little bit of money in each year.

Mr. Hadley asked, how do you see your role as Town Administrator in working with the Superintendent of Schools and the School Committee? Mr. Kreidler replied it is not easy. Hopefully better than my role has been in the past. One of my biggest failures has been the issue of school versus general government. In communities who suffer financially, like Winchendon, the Education Reform Act sets a formula. The School Department gets a figure and it is not the case in West Boylston as you fund well above net school spending. In Winchendon it was always a struggle. In other communities it has been border line hostile. Winchendon never passed an override until last year and \$300,000 for the schools passed. Mr. McCormick asked what their budget was. Mr. Kreidler replied \$36 million.

Mr. Crowley asked in your past experience as a Town Administrator have you had to terminate anyone and if yes what was the process that was followed. Mr. Kreidler replied, it is situational. If an employee walks into the local diner and slaps a citizen they will be terminated. Performance issues can also lead to a termination. You put an action plan together and you can monitor 3, 6, 1 year. If it does not improve there is termination. Egregious or illegal is immediate, performance related, it is a documented pathway. Mr. Crowley asked did the town/city face any legal repercussions for the termination? Mr. Kreidler replied, we did. We prevailed at an administrative hearing and lost in a civil court action.

Ms. Bohnson asked what kind of management style do you see yourself bringing to the job with reference to how you handle the public, officials and employees? Mr. Kreidler replied the way I handle employees, boards or committee members, elected or appointed it shouldn't change. It should be direct, clear communication rooted in integrity. Working up the chain to the Board of Selectmen in

whatever manner you like, face to face, or email. Down the organization he likes electronic emails, expectations cannot be questioned.

Ms. Bohnson asked so many times people send emails and the way you are writing it and interpreting are different. Mr. Kreidler stated worst yet are text messages, fewer words less ability to be clear. You need to have an understanding of who you are communicating with. There is a document he relies on that speaks to leadership styles. That is great for 15 minutes, but you need to develop a rapport. It gets to the point of respect. You have to learn who you are talking to and be actively listening. He would have to learn what your style is.

Mr. McCormick, how long to you expect to work here? Mr. Kreidler explained that the average tenure is about ten years. He has two 5-1/2 years and one 15. He would stay as long as we would have him and he is not losing his mind. He is 50 years old and intends to work 10 more years and then retire. The last thing would be take the position and leave shortly.

Mr. McCormick asked what kind of social events do you attend in the community you are presently employed in? Mr. Kreidler states he has never had a drink or a sip of alcohol in a community where he works. Nothing good comes from socializing on a personal level. He would be the face of the day to day administration. If it is a parade, egg hunt, all the things the people in the community need to see, a level of commitment and dedication.

Mr. Rucho asked what is your professional achievement you are most proud of. Mr. Kreidler explained that in Winchendon in the middle of nowhere, up near the New Hampshire boarder from an economic development prospective they needed to improve. They had a piece of land owned by a land trust, got the zoning changed and the town had a piece of land. They worked to negotiate a land swap and had acreage on the Route 2 side. They put in 3.8 million of infrastructure repairs and had 100 acres of private land available for development. The land tenant was going to move to Leominster and they stayed in Winchendon. It is along their bike pathway and no local money was used to develop an industrial park out of thin air.

Mr. Rucho asked what is the worst situation that ever happened to you as an administrator. Mr. Kreidler replied prevailing in an administrative forum versus civil action. He had an employee serving in the National Guard and he was not aware of a regulation would prohibit him from asking a question about his service. He had a memo that he was being activated and if you have any questions he found out that you cannot ask a question.

Mr. Hadley asked what do you do best? Mr. Kreidler replied manage towns and look at the labor side of it. In Winchendon he took some horrific labor contracts and negotiated strong management rights. He negotiates well, and got rid of sick leave buy back.

Ms. Bohnson asked what would your first step be upon assuming the responsibilities of the position and what would you try to achieve in 30-60 days. Mr. Kreidler replied town meeting is very important. First he would meet with each Board member and he would look at goals and objectives. At the end of the day he is responsible to the Board of Selectmen and they are responsible to the broader citizenry.

Ms. Bohnson, what is one goal that you would set for the town and yourself to accomplish your first year? Mr. Kreidler, have a successful town meeting where the budget gets adopted. He would look at employee issues and reorganization options. Mr. McCormick informed Mr. Kreidler that four years ago we had somebody stand up at town meeting and make a motion to approve the budget with no dissension. Mr. Kreidler added there should be a process in place. He has to build a budget based around your policy goals. He has had budgets go through without a peep and others that were debated.

Ms. Bohnson asked give an example of when you were able to meet the professional demands of a similar position, yet still maintain a healthy balance in your personal life. Mr. Kreidler stated that

the last six to nine months in Winchendon were the most trying of my professional career. I had the ability to pull the rip cord and get out. I was glad I stayed so I could get the plan implement. Balance is a good family life. His wife never attended a Selectmen's meeting and he saw the negative coming in. she attended a meeting and stepped into the fray.

Mr. Hadley asked describe an area you struggle with and should continue to work on developing. Mr. Kreidler replied the fact that I love this work philosophically. I like working at the local level and struggle with the fact that for some it is a job and over the course of time they become jaded with it. I struggle with how to bring people back into focus on the mission and to recognize that some people don't.

Mr. Hadley asked do you have any questions for us? Mr. Kreidler asked about the time frame. Mr. Hadley replied as soon as possible. Mr. McCormick feels by the end of the month. Mr. Kreidler asked if there is a history of any discord with the Board. Mr. Hadley feels everybody on the Board gets along very well, not a lot of discord at all. Mr. Kreidler's expectation in working for any board is open communication. He will do anything for the Board that is legal, and we have to be able to communicate with one another, goals and objectives are critical. He is pleased to have been chosen as a finalists and coming to an interview. He closed by reading an exchange with Tip O'Neil and asked the Board for their consideration in this position. He hopes the Board looks at his tenure in the positions and the information provided by his references.

Andrew J. Sheehan, Candidate for Town Administrator

Mr. Sheehan joined the Board. He is currently the Town Administrator in Townsend and a resident of Acton. Mr. Hadley asked tell us about yourself and why you are interested in the position? Mr. Sheehan has been in Townsend for five years and working in local government 21 years. Started with the Conservation Commission and Planning, worked a short time in Westford as an Assistant Town Manager. He is interested in the position because it is more responsibility than the position he currently has. Townsend has a fairly flat Charter with most officials remaining elected. It requires cooperation through convincing them and not just ordering them around. The population is 9,000 and the budget is under \$21 million.

Ms. Bohnson asked what will your first steps be upon assuming responsibility for this position? Mr. Sheehan would get around and meet all the employees, boards, committees, external players, Chamber of Commerce, School Department, School Committee, any of the non-government players. Let people know who he is. I have to earn the respect of everybody in the community to be effective. Ms. Bohnson, follow up, what is one goal that you would set for the town and yourself to accomplish your first year? Mr. Sheehan it would be building relationships with all of those players, employees, board members, non-government and establish myself as a credible manager. Ms. Bohnson asked what kind of management style do you see yourself bringing to the job with reference to how you handle the public, officials and employees? Mr. Sheehan replied, a collaborative style, does not believe one person has all the answers, two heads are better than one, bring different individual with different skill sets into the conversation can be beneficial.

Mr. McCormick using a rating of 1 to 10, with 1 being the lowest, how would you say the public views you in Townsend? Mr. Sheehan, about an 8. There are a few that would give a zero and a few who would give a ten. Mr. McCormick, how about employees? Mr. Sheehan about the same. He established great relationships with a lot of the departments and employees.

Mr. Crowley what is you experience with developing municipal budgets? Mr. Sheehan, that is

my job. We do not have a CFO or a Finance Director. I use the experts, my finance team, Treasurer/Tax Collector, Board of Selectmen, Town Accountant and rely on the Finance Committee and Board of Selectmen. It is up to me to prepare a balanced budget.

Mr. Hadley asked explain your priorities in creating the annual budget. Mr. Sheehan replies, three parts, public safety, public works, public education. The town has benefited from donations of a number of building by the Sterilite Corporation who have their headquarters in Townsend. It has given them an opportunity they would not have otherwise had. They gave the town two libraries and it is incumbent to take care of those buildings and staff them appropriately. They run an ALS, with four full timers and a lot of call personnel, have 12 police officers, and run a highway department, it is a lean ship.

Mr. Crowley asked give an example of how you would deal with budget request from departments when there wasn't enough money to fulfill the department budget request. Mr. Sheehan we had that this year. We had to make some hard decisions. The departments that were effected were the library and senior center. Looked for additional funds for more hours. We had to level service fund them. They had the opportunity to make their pitch and they understood the support was there. They accepted it because of the process they had in place and they participated in the process. They hope to revisit that in the fall. Ms. Bohnson asked you said you get all these gifts from this company. How would you see the town functioning without these gifts? Mr. Sheehan the benefit it has given us is it freed the town from long term debt. It saved the town from long-term expenses.

Mr. Rucho asked how do you communicate with co-workers? Would you prefer that your interactions be formal or informal? Mr. Sheehan I generally tend toward informal. If there is an announcement to make or a policy, that would be more formal. Day to day his management would be walking around it is easy to make the rounds and see how everybody is doing.

Mr. Hadley asked how does your experience qualify you for this position? Mr. Sheehan replies, established a good level of competency over my career worked in land use, community development, broad understanding of how the organization works. My hands are on everything. We do not have an HR Director, procurement officer or CFO. That experience has suited me well for a position like this.

Ms. Bohnson asks how will you go about assessing the strengths and weaknesses of an organization and identifying ways to improve? Mr. Sheehan replies, a lot of that is through communication and talking to employees, the board, other boards, committees, the public and business people. He is not a change agent and doesn't like to come into a place where that is. He thinks we can always improve our customer service and access to information. It requires getting informal feedback from people rather than surveys.

Mr. McCormick - give an example of how you've handled difficult situations. Mr. Sheehan, they are all different. He had a difficult personnel situation and a difficult budget situation in FY13. They are part of a three-town regional school district. At town meeting there was a base budget article which included level service school appropriation and a supplemental appropriation and it was contingent upon a Prop 2-1/2 override. Townsend didn't pass it. As part of the regional agreement if two out of the three towns pass it, we have to fund it. We had work to do to get a balanced budget. We had to close a \$400,000 budget deficit. They did it through a number of avenues with identifying additional revenue and cutting back on overtime. They were successful. The Board decided on two occasions that year to try for an override and each one lost. There was some voter burnout and the voters said we have spoken, you didn't hear us. We will tell you again. The department heads stepped up wonderfully. It all gets back to the relationship building. Tough situation, we came out well.

Mr. Rucho - please give us an example of a time when you reorganized a department or dramatically changed a long-standing process. How did employees, Town officials, and residents respond? Mr. Sheehan we did that in the Treasure/Tax Collector office and the whole process took a couple of years. One year after he came to Townsend they asked DOR to do a review and they converted the collector to an appointed position and we brought an article to town meeting which approved it overwhelmingly. The person had been there for 38 years. It was a good opportunity, they did the town meeting article and the special legislation passed at the state house. She retired, they appointed an interim, and then they did a reorganization of the department and brought in additional staffing. They recommended the Water Department collections be moved to town hall and they did that. In general; it is proceeding well. They have a good Treasurer/Tax Collector and they are very positive about that.

Mr. Crowley - in your past experience as a Town Administrator have you had to terminate anyone and if yes what was the process that was followed. Mr. Sheehan replies he has no direct reports to him. He is the HR director and has been involved. They have done a last chance agreement with one or two people. There was enough to terminate but we didn't follow all the steps. We did last chance agreement. They have simply called the person in and the person didn't follow the established procedures and had a history of less egregious violations but a history of some problems. They did a last chance agreement and explained they had grounds for termination. We were willing to give them one more chance and the person ended up resigning. Mr. Crowley with the agreement, there were no legal repercussions? Mr. Sheehan, correct. Good labor peace, not a lot of grievances.

Mr. Hadley - What information did you review in preparation for this interview and what did it reveal to you about the town? Mr. Sheehan, with the benefit of the internet, it made a lot of information available, spent a lot of time on the website and DOR website, spoke with Nancy and she was kind enough to provide additional information, looked at the town's financials, the audit letter and shows that the town is in good financial shape. You are providing services the public demands. You could benefit from more revenues. In general, the town is well managed financially, good per capital debt number.

Mr. McCormick – how long do you expect to work for us? Mr. Sheehan, 10-15 years, my preference is this will be my last hurrah, quality of life very important to him. Good work life balance works for him. Mr. McCormick we have heard that you are a finalist in Sudbury, do you know what their time line is? How would that impact your position with us? Mr. Sheehan, interesting position to be in. I interview there tomorrow, the two processes are approaching the final line, he has tried not to pick a favorite. What drew him to both is the type of community, stability of the community, very different community, will be challenging decision to make. He has tried not to do the whole pro con thing.

Mr. Rucho on the information you reviewed, did anything stand out? Mr. Sheehan, policies jumped out at me. They are very well organized and thoughtfully done. Town would do well to emulate the breath of the policies that the Board has adopted. When you have good policies in place it helps to guide the members.

Mr. McCormick noted a lot of our policies had to do with Leon is that something you like to do? Mr. Sheehan, we have been able to do some in Townsend as far as policies, when I looked at what you have here it jumped out at me. A lot of the ability to do that is staff and Board driven. In Townsend they have had a lot of staff changes and critical staff transition pulls you away from things like policy development.

Mr. Hadley - how do you see your role as Town Administrator in working with the Superintendent of Schools and the School Committee? Mr. Sheehan, it has to be a close relationship based on trust and treat them fairly and expect fair treatment from them. Schools are always a big budget center for any community. Established a good working relationship with the School Superintendent in Townsend. The schools have pulled back a few years when they could have used more funds for programs they wanted to launch but they recognized that. In the first 30 days he would see the superintendent.

Mr. Hadley - describe an area you struggle with and should continue to work on developing. Mr. Sheehan we always try to develop skills and he recently graduated from the Mass Municipal Certificate Program. He tries to attend as many meetings as he can. We have to continue to grow and develop our skill set, things change rapidly. In terms of struggles, it is not so much competency, it is more of taking on too much. Being in school over the last year was a drain. One day a week in school. His executive assistant took another position in town so he had a vacancy there. The Town Accountant left for another job and the treasurer/tax collector took other position.

Ms. Bohnson – what do you do best. Mr. Sheehan the thing I do best is develop relationships with people. The government structure in Townsend is very flat. I have to build relationships with people. Ms. Bohnson asked if I were to ask somebody on the Board of Selectmen in Townsend to describe you in 3 words, what would they be? Mr. Sheehan replies willing to do anything.

Mr. McCormick - give an example of when you were able to meet the professional demands of a similar position, yet still maintain a healthy balance in your personal life. That is a struggle I am not sure I have found the healthy balance. I am always envious of my colleges that have that balance. There are a lot of demands on our time. My kids are older, one out of college and one in college. It is still challenging you do not want to work 60 hours a week all the time. I have been in a good relationship for four years. If he didn't have her I could be married to the job. She encourages me to get out of the office and do things I enjoy.

Mr. McCormick - what kind of social events do you attend in the community you are presently employed in? Mr. Sheehan states it is an interesting community, not a social community. Not a lot of after hour events, retirement parties he tries to get to, in Chelmsford they had a 350 anniversary with a lot of events. It varies with the town and it is something he expects to be part of.

Mr. Rucho asked what is your professional achievement you are most proud of. Mr. Sheehan replied, I think solving the budget problem in FY13. My financial management of Townsend over the last five years, maintained bond rating, put more money into reserves, it is a town without a lot of economic development, more residential.

Mr. Rucho asked in regards to economic development what have you been able to do in Townsend? Mr. Sheehan replies, Sterilite moved to town in late 1960 or 1970 and located on the rail. For three to four years they shipped out on the rail and then the MBTA shut down the rail spar. Economic development is tough in Townsend because they are so far removed from good transportation. They are 20 minutes from Route 12, 20-25 from I-495 and 20-30 from Route 3. It is not an easy place for businesses to locate and be successful. They manage to maintain their non-vacancies and have not been able to leverage more investment in commercial and industrial.

Mr. Rucho - what is the worst situation that ever happened to you as an administrator. Mr. Sheehan, when in Lowell as Assistant to Chief of Staff in FY09 we lost tons of local revenue and 9C

cuts we were forced to lay off 49 employees, an awful process. It was awful, we tried everything we could to avoid it, they did furloughs and early retirement incentives. They did all the layoffs in one day. He hopes to never face a situation like that again.

Mr. Hadley - do you have any questions for us? Mr. Sheehan, how do you expect to proceed from here and what does the board view as the most challenging situation facing the town and the Town Administrator. Mr. Rucho replied, our building projects and getting them to go forward. With regard to the process, Mr. Hadley advised that we would like this process to be as quick as possible. Mr. McCormick added that we have a lot of personnel issues pending, we are doing a study, and our Fire Department union issue of coming in with the first contract. Mr. Crowley mentioned the financial piece as the Finance Director is retiring. The new Town Administrator will be taking on more financial responsibilities and it will be challenge at budget time next year. Ms. Bohnson mentioned taking care of the town the way we have been taken care of. We have some road issues, and have an idea of what is going on in town. She thanked him for coming in. Mr. Hadley suggested interviewing all the candidates and then rating everybody. Mr. Rucho would like to have some time to make some phone calls. It was agreed to schedule this as tentative on the 16th and if needed, it could be an item on the meeting of September 23rd.

With no further business to come before the Board, motion Mr. Rucho at 9:30 p.m. to adjourn, seconded by Mr. McCormick, all in favor.

Respectfully submitted,

Approved: October 7, 2015

Nancy E. Lucier, Municipal Assistant

John W. Hadley, Chairman

Kevin M. McCormick, Vice Chairman

Siobhan M. Bohnson, Clerk

Christopher A. Rucho, Selectman

Patrick J. Crowley, Selectman