

Members present:     John W. Hadley                     Christopher A. Rucho  
                              Kevin M. McCormick             Patrick J. Crowley  
                              Siobhan Bohnsen

Mr. Hadley convened the meeting at 6:30 p.m. The purpose of the meeting is to interview the three finalists for the Town Administrator position.

### **Anita Scheipers**

Mr. Hadley asked Ms. Scheipers to tell the Board a little about herself. Ms. Scheipers is currently the Town Administrator in Hubbardston. She began working in public administration with the City of Worcester where she was the Assistant for Operations. From there she became the Town Administrator in Boylston, followed by the Town Administrator in Ayer, to Assistant Town Administrator in Lincoln and after seven years she realized she needed to be fully immersed in being a Town Administrator again so she went to Hubbardston.

Mr. Hadley asked her why she is interested in the position. Ms. Scheipers replied the financial status you have. She sees more opportunity here. Hubbardston has severe financial constraints which limits what a Town Administrator can do.

Mr. Crowley asked if you were to rate yourself on a 1-10 basis, with 1 being lowest, how would rate your effectiveness and performance as a Town Administrator. Ms. Scheipers feels her effective scale has been increasing over time. When she took the position in Boylston she was very green and had a lot to learn. She was grateful that they gave her a chance. At that point she was a 4 or 5 and today she is at a 9. Mr. Crowley asked how do you think the public would rate you? Ms. Scheipers thinks she would score high in each of the communities. She has been able to develop excellent relationships. She would say 8-9 range.

Mr. McCormick asked what type of social events do you attend in the community you are presently employed? Ms. Scheipers enjoys being involved in town celebrations. She brings her husband as she enjoys having him see the community. She has attended a number of events including parades and school plays. She also enjoys meeting with the senior citizens every two weeks for coffee.

Ms. Bohnsen 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. Ms. Scheipers would meet with the Board of Selectmen to understand their initial expectations of the role and to understand the key issues. She would also meet with all of the staff and department heads to understand what they are dealing with and how she could support them. She would also meet with the various boards and committees about their issues and at the same time reach out to the public. She tries to keep an open door policy. She would meet with the Lions Club and the Garden Club. It all needs to happen in the first 30 days.

Mr. Crowley asked about her experience in developing the municipal budget. Ms. Scheipers notes that aside from Worcester, she had the responsibility of budget development. In Lincoln she developed a portion of the budget. It is probably one of the most important task of the Town Administrator has because the finances of the community are key. It starts with the revenue projections. It is important that even after the budget is passed that you have strong oversight of that budget. She reviews every warrant, does quarterly checks of revenue projections, and approaches it as a team concept with her financial team consisting of the Town Accountant, Assessor and Town Clerk. Mr. Crowley asked what her priorities are in creating the annual budget. Ms. Scheipers replied making sure revenue projections are spot on, maintaining existing town services is extremely important and making sure the goals of the town whether generated by the Board of Selectmen or the Master Plan

are all what you put into play. Mr. Crowley asked how you dealt with a budget request when there wasn't enough money to fulfill the request. Ms. Scheipers states that has happened in every community she worked in with the exception of Lincoln. It is collaborative approach. You have to sit with every department and explain the financial status. They have to buy into that and you may find that the first level of cuts may not be adequate and you have to go through multiple scenarios. It requires communication and collaboration with everyone.

Mr. Rucho asked have you ever reorganized a department or changed a long-standing process. How did employees, town officials and residents respond? Ms. Scheipers had three separate instances, all of which occurred in Hubbardston. The town established a new Charter that required the consolidation of highway, cemetery, and facility maintenance into the DPW. They were working with all of the various boards and understanding their expectations and available funds, tried to go forward. In three years they have done a good job pulling that together, however, facilities maintenance is something they are still working on. She has a Council on Aging tax work off volunteer as a custodian. When the Town Accountant was going to be leaving she looked into the pros and cons of outsourcing those services. She made the decision it would be a good thing for Hubbardston. They paid very low wages and she thought by outsourcing it was a way to make sure she had a professional higher level person working for the town. It has been in place since July 1 and is working out well. The third instance dealt with an issue in the tax collector's office. They had an irregularity in that office, she had to terminate the tax collector and it is before the court at this time. She gave a lot of thought into a combination Treasurer/Tax Collector position. They were able to do that, physically modified the space, increased the number of hours at a lower price.

Ms. Bohnson asked if the tax collector reported to her and was the issue found by you or the auditors? Ms. Scheipers advised that she did and when she took over the job one of the first things she did was to go out to bid for the annual audit. The town had used the same firm for ten years. She put out an RFP and it was with the help of the new auditing firm that the red flags were raised and it all quickly fell into place. The process of fraud that took place was hard to recognize because of the layered approach of what was happening. Ms. Bohnson asked you mentioned you put a couple of departments under one, was that a decision you made or was it joint with the Board of Selectmen. Ms. Scheipers explained that under the town Charter it is the Town Administrator's decision. She has to notify the Board of Selectmen and it was approved by the Board. The Charter is very similar to West Boylston's.

Mr. Crowley asked how would you correct a department that the general consensus of the population is that the department is under performing. How do you fix that? Ms. Scheipers is going through that right now with a department head. You need to understand if it is perception or lack of performance. As the supervisor of the department head I needed to carefully monitor, through review of action items and expectations of the department head, and I need to understand what components of the job the department head is not meeting or not getting. Then helping the public and the Board understand the true reality and helping them understand what the appropriate method of approach should be. The Board of Selectmen needs to understand what the true level of performance is for the individual and how it compares to other department heads in other communities. It is my responsibility if the individual is not performing up to standard. I am responsible to put a performance improvement plan into place. You need to make sure it is 100% lack of performance and not discrepancies and perception of what should be taking place.

Mr. Crowley asked what information did you review in preparation for this interview and what did it reveal to you about the town? Ms. Scheipers first step was to call former Town Administrator

Leon Gaumond. She had a long conversation with him to learn about the town, you as a Board and what is going well and what may need to be addressed in the future. After that she felt comfortable that this would be a role she could be comfortable with. She has been pouring over the website, looking at documents, DOR documentation, and newspaper articles. In terms of what she found she is grateful that the town has a solid bond rating, and progress on the Capital Improvement plan. Pleased to see the town involved in an ESCO project and a solar panel project with the MLP. You are moving ahead with implementation of the Master Plan. Mr. Rucho asked did anything stand out? Ms. Scheipers replied, you are one of the few communities that is consistently moving ahead with all of the action plans for your Master Plan. Just by reading the minutes of all the board and committee meetings you are going ahead and working on each of the action items, continuing to work on developing your subsidized housing inventory.

Ms. Bohson asked how will you go about assessing the strengths and weaknesses of an organization and identifying ways to improve. Ms. Scheipers feels a lot of the initial feedback does come from the department heads. They know what is going well and what is not going well. I will walk in assuming everything is stable. A lot comes from boards, committees and the public. You get a sense of things they are excited about and care about.

Mr. Crowley asked in your past experience as a Town Administrator have you had to terminate anyone. If yes, what was the process that was followed and did the town face any legal repercussions for the termination. Ms. Scheipers in every community I had to go through the process of terminating employees. Each is different and it depends on the infraction. I have been through processes where I have set up performance improvement plan and for whatever reason the employee did not have it in them to make the necessary improvements. The role of progressive discipline is a good tool you can go through a termination and know there will not be repercussion. She had an issue with a DPW employee, he could have been terminated, however, for the good of the department she had to put that off it was during last winter with back to back snow snows. It would have been a hardship for the town. She made the decision to do a resignation agreement with that person they keep him on up to a certain date. Another was egregious and immediate termination. She never had any legal repercussion in any employment dismissals. One person attempted to file for unemployment and due to the careful records we kept at the DUA hearing they ruled for the town. Mr. Crowley asked if she had ever terminated an employee she hired. Ms. Scheipers did terminate one individual she hired.

Mr. Rucho asked how do you communicate with co-workers, is it formal, or informal? Ms. Scheipers replied I use a combination of both. It depends on the situation. I use email a lot, it is a way to provide clear direction and it is documented. It can instantly be retrieved. Day to day I would prefer going to the person and speak face to face to maintain good relationship. It really does depend on the situation. There are times when it requires a more formal process and I do issue a memo.

Mr. Rucho asked what is your professional accomplishment you are most proud of? Ms. Scheipers just successfully completed a land swap with DCR for 12 acres of land. It is very difficult to do and the town had been in discussions with the state for years about a potential land swap. Initially it was intended to be a senior center and when she came on board she asked the Board to consider asking for more than four acres. It was an opportunity to establish a site for the long time. It was a very interesting process, she worked with Senator Brewer, and it took two and a half years. They just had their land swap celebration in January. She found out it was one of the fastest that took place. Mr. McCormick asked how much land the town had to give. Ms. Scheipers explained that initially they offered 17 acres, however, the values were irregular and in order to do a land swap, the values have to

be equal or greater value. They then identified another parcel with 35 acres, a piece of wetlands. They ended up swapping 60 acres to acquire 12.

Mr. Rucho asked what was the worst situation you have dealt with. Ms. Scheipers states, the Tax Collector fraud. It is not the situation any Town Administrator wants to find themselves in. It couldn't have happened at a worse time. They were about to apply for the town's first ever bond rating. She felt a moment of despair. By working very carefully with bond counsel they were able to pull off a AA+ bond rating. A positive came out of the worst situation.

Mr. McCormick asked how long to you intend to work for the town? Ms. Scheipers has ten to twelve years before she can retire. She enjoyed being a long-term employ with the Town of Lincoln. She would like to be here as long as the Board would have her. Mr. McCormick asked her when she would be able to begin if chosen. Ms. Scheipers is obligated by contract to Hubbardston to give a six-week notice.

Mr. McCormick asked what kind of management style she would bring to the job in handling the public, officials and employees. Ms. Scheipers describes her style as team building when dealing with employees. It is the only process she has used and finds it effective. It is important for every employee on every level to feel as though they are part of the discussion making process. It is a collaborative environment. With town officials she feels she has a leg up on that as she has been an elected and appointed official. She has been in those shoes and sat in those chairs. She understands what things you deal with and most important thing is communication. All boards and committees need to be kept in the loop as to what is happening. She loves to send emails to let people know what is going on. In Hubbardston she would have annual joint meetings in the fall. In terms of the public communication is key. The Town Administrator has to be out there, available to the public, attends meetings, open door policy.

Mr. McCormick asked give me an example of how you handled a difficult situation. Ms. Scheipers would attack it right on. It depends on what the issue. She would pull the appropriate parties together to have a discussion, talk through the issue and brainstorm potential solutions. She would have the person who issued the complaint involved so they would recognize and see the level of commitment people have to reach a resolution.

Ms. Bohnsen, can you tell me what you would consider one of your strengths? Ms. Scheipers replied, problem solving. It is one of the most enjoyable parts of the job.

Ms. Bohnsen asked on your resume when in Ayer it says Chief Administrative Officer and then you went to Lincoln as an Assistant Town Administrator. What is the difference between those two position? Ms. Scheipers explained the difference was by taking the Assistant Town Administrator position in Lincoln I took a secondary role. As is common in many larger communities there are key rolls an Assistant Town Administrator is assigned such as Chief Procurement Officer, HR, legal issues and special projects. The Town Administrator and I, because I came to that role with significant experience as a Town Administrator, we expanded the role.

Ms. Bohnsen asked what is one goal you would set for the town and yourself to accomplish the first year. Ms. Scheipers I am not sure she can answer that question. She would need to time to determine the priorities of the town. That would be something she would rely very heavily on the Board for to have set goals and they would like to implement and she would want Board input on what we should focus on.

Ms. Bohnsen asked can you tell me how you see the role between you and the Board of Selectmen working. Ms. Scheipers replied that even with the Special Act the role of the Town Administrator is for her to support the Board of Selectmen. She will make sure the Board will have all

the information it needs to do your job and make decisions. There will be times when she will play devils advocate and ask you to look at other options or rethink a decision to make sure that every possible positive and negative outcome of that decision is being considered. She is there to implement whatever policy you develop. She thinks the key role is communication between the public and other boards and committees. She enjoys playing that role.

Ms. Bohson asked give me 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. Ms. Scheipers states that maintaining the balance has always been a priority of hers. The job does have long hours. She tries very hard not to bring work home. She and her husband try to keep that balance of time when they can set aside time over the weekends. She will be at the job whenever she needs to be. For her it is working with her husband to make sure they are both balancing the time it takes to do their jobs effectively and making sure they are making time for themselves individually and as a couple.

Mr. Hadley asked describe an area you struggle with and should continue to work on developing. Ms. Scheipers is not sure she would call it struggle, however, it is the area of accounting. She does not believe she has a firm grasp of all the requirements and regulations. She relies heavily on her Town Accountant to help her understand the ramifications of GASB and in every town one of the first teams she does pull together is her financial team.

Mr. Hadley asked about her role as Town Administrator in working with the Superintendent of Schools and the School Committee. Ms. Scheipers feels that a good relationship is key, and she takes pride in being able to do that. The school budget is anywhere from 50-60% of the total operating budget. You have to have a good relationship with the Superintendent, Business Manager and the School Committee. In Hubbardston the Quabbin Regional School District just appointed her as Chairman of the subcommittee responsible for working with the state under the community compact program and with the Department of Education to look at the Quabbin Regional School budget and hire a consultant and do an in depth analysis of all the budget drivers for a budget which has been problematic to fund properly on an annual basis. They are very excited to work with the Division of Local Services and it will be a model for other regional school systems. She hopes that the outcome will be a help to other school districts in the future.

Ms. Bohson asked if she only had experience working with a regional school. Ms. Scheipers did have a local elementary school while in Lincoln, however, all others were regional.

Mr. McCormick asked any member of your Board to describe you in three words, what would they be? Ms. Scheipers replied, capable, efficient, and collaborative.

Mr. Rucho asked about her involvement with economic development. Ms. Scheipers had a wonderful opportunity for economic development while in Ayer when she worked with Mass Development as part of the Devens closure. They were able to offer tax incremental financing. In Lincoln it was the exact opposite. They took great pride in not having a commercial tax base. In Hubbardston commercial and industrial was about 3% because of the town's financial constraints. One of the things they have been working on is building a base, however, 70% of the town has some sort of restriction or is owned by DCR. It is difficult to find a section of town appropriate for a commercial or industrial development.

Mr. Hadley asked do you have any questions for us? Ms. Scheipers has a lot, and feels she has a good handle on the community. If the Board were to offer her the job, she has a comfort level that she could do the job and do it well.

**Lindsay Pope Dahlberg**

Mr. Hadley asked Ms. Dahlberg to tell the Board a little about herself. Ms. Dahlberg is the Chief Procurement Officer for Lexington's Purchasing Department. She states that the reason why she is here is she loves the community. She is not one to leave another position without a really good reason and Lexington is a very supportive community. The only reason she picked this community is because of the community it is. It has a lot of things very attractive, it is small and everyone seems to know each other and know what they want. She worked with Marty McNamara the Town Administrator in Boylston and he influenced her to come this way. She knows a lot about some of the problems going on and understands problems with watersheds.

Mr. Hadley asked how does your experience qualify you for this position? Ms. Dahlberg has been CPO for two towns, worked directly for the Town Manager in Stoughton and worked on special projects. Whenever the Town Manager or Assistant Town Manager needs something specific they go to her. She works with town counsel, works on privacy issues, and works with every department in the entire town, which no other entity has to do. She helps them prepare their budgets, all very similar to what the Town Administrator does. In Lexington there are a lot of Assistant Town Managers and she happens to be one of them. She does forecasting and budget projections.

Mr. Crowley asked if you were to rate yourself on a 1-10 basis, with 1 being lowest, how would rate your effectiveness and performance on your job. Ms. Dahlberg replied 8.5 or 9. Mr. Crowley asked in your job, how would the public rate you? Ms. Dahlberg replied probably 10. She worked at the Registry of Motor Vehicles as an interim.

Mr. McCormick asked what kind of social events do you attend in the community you are presently employed in? Ms. Dahlberg replied today we had a swearing in a town hall and we all go. Lexington is very historical and we have a lot of those events. We have a lot of parades. They have a lot of great events. In Stoughton she attended town meeting day and Board of Selectmen's meetings. She also was very active in a canned food drive and sorted food. She was very active with volunteer work.

Ms. Bohannon 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. Ms. Dahlberg states the most important thing for me in six months is to find out from the department heads what is going on in your department. Why is this the way you do things you do. You meet with everybody to find out why do what they do.

Mr. Crowley asked explain your priorities in creating the annual budget. Ms. Dahlberg replied, every community is a non-profit because of that we only have a limited amount of money. Making sure everybody is realistic about needs, purchases and project overtime for police. You take a look at the last three years of budgets to project your budget. Everybody should have a say and work together to see where the money can come from. Mr. Crowley asked how would you deal with budget request from departments when there wasn't enough money to fulfill the department budget request. Ms. Dahlberg replied you can see if there is a way to increase revenue coming in. That could be a hard and nasty tax issue, it is worst case scenario. You have to look at moving around Free Cash and you look at capital items. You have to find items you can put off and have a hard conversation of wants versus needs.

Mr. Rucho asked have you ever reorganized a department or changed a long-standing process. How did employees, town officials and residents respond? Ms. Dahlberg recently she came to Lexington and the person had been there for 50 years and knew everything inside and out. We all had to learn from everyone the first year. She made some changes and then she had people come in to her

office. People use email and the phone to avoid people. She thinks it is better to have them come in her office when they wanted a contract. She met people and understood why they were doing things. It took less time than exchanging emails. Getting people into your office is hard when you are in procurement.

Mr. Crowley asked how would you correct a department that the general consensus of the population is that the department is under performing. How do you fix that? Ms. Dahlberg would listen to what everyone had to say about why they thought it was underperforming and she would bullet point them. Then she would talk to the department head and go through the bullets. If we couldn't come to a way of a next step we would need to figure out a time line for the problem and when things could be fixed. These are the things people are saying are inefficient and if they do not make those deadlines then we need to ask hard questions. What parts of the department are failing. There may be a good reason, there may be no reason, and it may be is somebody who doesn't feel like doing anything. You have to find out.

Mr. Crowley asked what information did you review in preparation for this interview and what did it reveal to you about the town? Ms. Dahlberg replied she likes to read. She read the historical basis for the town, how it was formed, landmarks, why they are there, department heads, what they do, newspaper articles to see what is done on a regular basis and what is going on. She looked at what the vibe has been through the last couple of years, asked different Town Administrators and department people she knows about West Boylston. What do people complain about. She heard everybody loves Leon and people complain about land and it getting devalued. She understands why watershed is getting expanded and knows people at the DOER group. She feels confident on how you handle both sides. She will help to bridge that gap. She has worked in negotiations and you look at who is in charge of what. She knows Ms. Bohnson works for the Milford Chamber of Commerce, that was her first job in eighth grade. She does her research, knows the Police Chief bought one of the farms. She knows Leon was honored in Washington DC and people tend to stay for a long time. She looks forward to spending a great deal of time somewhere. Mr. Crowley asked if anything stood out. Ms. Dahlberg replied, people love the board, the town and the employees. Every time a spot opens up on a committee people move in to fill it. She lives in Lynn and Michael Dukakis was her mentor. He used to make her walk with him and they would pick up trash. He would tell her that everything she does impacts your community. The more people who come out the safer the community is, and the more involved, the better you community will be. She has carried that with her in every community she has lived. When she lived in East Boston she would take photos and report graffiti.

Ms. Bohnson asked how would you go about assessing the strengths and weaknesses of the town and assessing ways to improve. Ms. Dahlberg would start with the Board of Selectmen and department heads. You all know the town way more than any of my research could. I would be bothering all of you.

Mr. Crowley asked in your past experience have you ever had to terminate someone. Ms. Dahlberg replied yes, it is the worst day of your life. The only person was quite young. I was managing an on campus night club at Northeastern University. It was open until 4:00 a.m. in the morning. Unfortunately, one of the staff members would come to work and sit in the back with the kitchen staff not doing anything. I would continually have to ask her to go and to check things. One day we had a fire. She was in the kitchen and could have gotten injured so for me it went from an issue to try to prompt somebody to get moving to a potential liability or hazard. I had to take her aside and tell her you have had a lot of warnings and I do not think it is working out and I asked her if she felt it was working out and she didn't feel as though it was either, but she needed the job to pay for her tuition

and expenses. So I helped her find the office to get her a different job and said you may want to find something different. Different things for different people. It was not her cup of tea and we left it on good terms.

Mr. Rucho asked what is your professional achievement you are most proud of. Ms. Dahlberg replied it would be becoming a CPO in Stoughton. I was 28 years old and it is kind of unprecedented age for such a high position. I would work until 4:00 in the morning to make sure things were done and checking things. Being able to work with such a fantastic team it was working and pulling a town out of corruption. It had a lot of value. Mr. Rucho asked what worst situation you have ever had happen. Ms. Dahlberg replied when I was in Stoughton there were some people who were still on trial and there was residual backlash of people being upset. The media would come into my office asking question and I would get them the information they needed. Then somebody from the Finance Committee came in and threatened me with violence. It was a very sobering day. When people feel like they maybe in trouble for something they can escalate their emotions to a place that is not safe anymore. We took care of it in a calm collective manner. It was a scary moment.

Mr. McCormick asked if offered the position, when could you begin working for the town. Ms. Dahlberg would like to give four weeks notice.

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? Ms. Dahlberg would be very collaborative. Everybody is an expert in their own field and I want their input. Get everybody to the table. Passionate about an open door policy. She would have a time when any department head, staff person, or resident could walk in and talk to her. She would have open office hours for people to come in and if after hours would accommodate residents, she will be here.

Mr. McCormick noted that the Special Act gives the position of Town Administrator a good deal of power. Having the power, how would you handle a difficult situation such as a resident not happy with street plowing. Ms. Dahlberg replied, being very collaborate, everybody needs to be heard and feel as though they had a say in things is the most important thing you can offer when you are in any position of power. One thing I learned while at Harvard part-time from reading a book is if people feel as though they are involved then they feel that they have more power to accomplish what they want to. I believe it is a standard and should always be the case. We are here to support the towns people, If they are not plowing I should be listened to. I would say why is the vendor we are paying not plowing. Everybody's opinion and comments are valued. Everything is worth taking a listen to. Keep it very collaborative.

Mr. McCormick asked – you are making a major move. You need to convince me you are ready to make this jump and you will make the town great like Leon did. Ms. Dahlberg replied, whenever somebody has not been a Town Administrator before and coming from a lessor position you would question what is she doing, why is she here? Everybody is going to have that jump some day. I have a lot of support and have confidence in myself and I am confident that I will be working heavily with department heads, I will be getting a lot of help from them as well that is just a natural progression of any town administrator. I do have support of other town managers. The Town Administrator of Boylston is right next door and will help any time. The Town Administrator in Stoughton is the same way. Having such a great deal of support from local Town Administrators and I have Michael Dukakis as a former mentor. I can pick up the phone and call him and he would say do not do this. My confidence, my ability to do things and the work I have already done with my education, networking and being able to apply that.



Ms. Bohnson asked you have a good understanding of long days and noted that it seems like it will be a long commute. Ms. Dahlberg replied it is about an hour and fifteen minutes, the drive is not so much bothersome to her. She has commuted in the past. Mr. Bohnson asked her what is her strength. Ms. Dahlberg replied being able to work with lots of different folks. She was an intern at Disney World in college. You have 200 people with you every 20 minutes. She also worked at the Registry of Motor Vehicles and everyone who goes there is angry to be there. She was a negotiator for court in San Diego and worked with the National Conflict Resolution Center as a trained mediator. She worked for Homeland Security right out of college. She has been placed in very uncomfortable situations and you have to figure it out.

Ms. Bohnson noted you said you might have set hours for people to come, what would you do if I am an employee and I have a real problem today and I call you. Ms. Dahlberg replied I will make time.

Ms. Bohnson asked what is one goal that you would set for the town and yourself to accomplish your first year? Ms. Dahlberg would integrate herself properly. Get a list of to dos and you should have a list of to dos and a wish list. She uses that with budget forecasting as well.

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. Ms. Dahlberg replied I think when I came to Stoughton it was hard. I worked very long hours, I had a long commute, then I came home and I would complain and my husband didn't want to hear about it. He wanted me home for dinner time. When I went to Lexington I learned that I needed to work in a more organic way so that it felt natural to go to the next step and do more-planning but also leaving open spaces then you can move things around. I do the planning for yourself helps. I have three kids at home so I do it at home as well.

Ms. Hadley asked what is something you struggle with and are continuing to work on. Ms. Dahlberg replied my biggest struggle would be continually planning. I know I have a meeting at 2:00 p.m. but it will be fine. Those are the days when I need to stick to the schedule and be regimented. It is an every day struggle. You have to work through it.

Ms. Bohnson asked how do you see your role as Town Administrator in working with the Superintendent of Schools and the School Committee? Ms. Dahlberg replied every town has that issue. The School Department has all the money and everybody likes to complain about it. I cut it off at the past. I have a great relationship with the schools in Lexington. She reviews their bids and does not try to overtake but help them. The schools get the bulk of the money for a reason.

Mr. McCormick asked if we were to ask the Assistant Town Manager of Finance to describe you in three words, what would they be? Ms. Dahlberg replied talk too fast, they would say I am overly efficient, he tells me sometimes that I am one of those people everybody enjoys. I walk into my office and people are fine with stopping by. I have a good rapport with everyone we are getting a lot done.

Mr. Rucho asked about her involvement with economic development. Ms. Dahlberg states we have planters in town on Main Street. We change them out periodically and it's costly to change them out. She was in Maine and they had planer boxes with vegetables and herbs and they were sponsored by farms who paid and maintained them. You could grab a vegetable or an herb when you walked by. She went to the economic development director and showed a photo she took of the planers and the director went ahead and started the program. They are going to build out an alleyway with a sitting area.

Mr. Hadley asked do you have any questions for us? Ms. Dahlberg probably will have more if she gets a letter and it comes with the package. She is aware that there are only candidates for the position. The Board thanked her.

The Board thanked the Town Administrator Search Team for their work. Mr. Crowley thought both candidates were better than the previous group.

Motion Mr. Crowley to commence negotiations with Anita Scheipers for the position of Town Administrator, seconded by Mr. Rucho.

Discussion ensued with Mr. McCormick stating that he liked Ms. Dahlberg as she reminded him of Leon, and she seems like somebody who would come in and say good morning to everyone. He thinks she would be good, she doesn't have any bad habits, seems to stay in a job quite some time and he thinks she would work with the School Committee and understands there will be a little learning curve. For somebody who has never been a Town Administrator she knew a lot about what they do. Ms. Bohnsen liked her diversity, background, energy, knowledge, extremely smart. She has maybe a little different spin on things, and with a strong Board and Nancy Lucier we could help to mold her in her career. She would get along with people and is not rigid. She was impressed by both people. Mr. Hadley thinks she had a great personality, but lacked experience, which we will need for the DPW. He thought Ms. Scheipers was a better fit. Mr. Rucho thinks Ms. Dahlberg had quite a few jobs, it is way too big of a jump without any on the job experience. If she had been an assistant town manager a few years it would be different and she lives so far away it could be an issue.

Ms. Bohnsen sees she has done plenty of budgets and once you do ne you just plug in numbers. She does not think the DPW would be an issue. She does see somewhat of a learning curve she thinks she would adapt and learn. Mr. Crowley does not think Ms. Dahlberg would have an issue with the budget, but the lack of overall experience compared to Ms. Scheipers, he feels Ms. Scheipers would be a better fit. Mr. McCormick has heard when you hire a Town Administrator that has been a Selectmen they try to sit in your seat because they know what you do. Ms. Scheipers was a Selectman in Bolton. Ms. Dahlberg has not and he thinks she would be a better fit and is people friends. She seemed happy to be here and Ms. Scheipers didn't seem to be as people friendly He already worked with one unfriendly Town Administrator and one friendly Town Administrator. Ms. Bohnsen noted that Ms. Scheipers brought up the tax collector situation and they were extremely behind in getting taxes out. To her that is something they could have come to the top level of being recognized. If you are low on collections it should be a red flag and seen sooner from the information she had been given. She also knows, through her research, she was in Boylston. She reapplied for the position and they didn't hire her. She has bounced around. One of the places she researched she left for personal reasons. I would not want somebody here to leave in a year or a year and a half. She feels that Ms. Dahlberg is young, fresh energy and would bring in a totally new perspective to the town. Mr. McCormick noted that we have a police chief who was a sergeant and no experience as a police chief. We have a Fire Chief who was never a Fire Chief and he does a great job. To him the fact that she is not a Town Administrator and has not been doesn't play a role. He thinks it would be hard for a while. Mr. Rucho thinks she will be some day, but we are talking about someone who worked with DOR for six months and several other towns she only worked for three months.

Vote on the motion – Messrs. Hadley, Rucho and Crowley yes; Mr. McCormick and Ms. Bohnsen no.

Motion Mr. McCormick to reconsider the vote, seconded by Mr. Crowley, all in favor.

Motion Mr. Crowley to commence negotiations with Anita Scheipers for the position of Town Administrator, seconded by Mr. Rucho, all in favor. Mr. Hadley will call both candidates and Mr. McCormick and Mr. Rucho will negotiate the contract with Ms. Scheipers. The Board will schedule a special meeting for next Wednesday to sign the contract.

With no further business to come before the Board, motion Mr. Crowley at 8:02 p.m. to adjourn, seconded by Mr. Rucho, all in favor.

Respectfully submitted,

Approved: April 6, 2016

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Nancy E. Lucier, Municipal Assistant

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John W. Hadley, Chairman

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Kevin M. McCormick, Vice Chairman

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Siobhan M. Bohnson, Clerk

\_\_\_\_\_  
Christopher A. Rucho, Selectman

\_\_\_\_\_  
Patrick J. Crowley, Selectman