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**MINUTES
SELECTMEN'S MEETING
TOWN HALL**

REMOTE PARTICIPATION/GRIFFIN MEETING ROOM

**Monday, July 27, 2020
6:30 P.M.**

SELECTMEN PARTICIPATING: Larry Ballantine, Stephen Ford, Donald Howell, Michael MacAskill, Edward McManus.

ALSO PARTICIPATING: Interim Town Administrator Joseph Powers and Health Director Meggan Eldredge and Lieutenant Scott Tyldesly.

CALL TO ORDER

Lieutenant Scott Tyldesly introduced the remote meeting, and explained that if anyone wished to speak they need to send an email, specifying the certain agenda item, to comment@town.harwich.ma.us. He said that they currently have no one in line to speak.

Mr. Ballantine opened the meeting at 5:00 pm, and called to order the Board of Selectmen.

PUBLIC HEARINGS/PRESENTATIONS

- A. Will be Continued - vote to approve the transfer of the seasonal, all alcohol liquor license from Go Industries, Inc. DBA Perks, Taylor Powell, Manager to Lucky Labrador, Inc. DBA, Taylor Powell, Manager – 545 Route 28, Harwich Port

Mr. Ballantine explained that he has asked for this to be continued, and they will continue it at a later date.

WEEKLY BRIEFING

- A. COVID-19 Update a. Emergency Order for Face Covering

Ms. Meggan Eldredge, Health Director, said that she will keep this brief tonight, due to their agenda, and would report on the emergency order that the Board of Health put in place, effective last Thursday. She said that they had implemented a mandatory face covering zone in Harwich Port, between Bank Street and Lower County Road in the area of Route 28. She explained that the order said that face coverings are required, even when social distancing can be maintained on a sidewalk or going in and out of businesses. Ms. Eldredge said that face coverings will be required, unless there is a medical exemption, from 9:00 am to 10:00 pm. This order will be in place until further notice, and will come with a first warning if approached by either a police officer, COVID enforcement agent from the County, Board of Health member, or Health Department. She said that they are all able to issue written warnings and if a second offense there is a \$100 fine and a third

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offense is a \$300 fine. The warnings and fines are in line with the existing Governor's orders, and they are not going above and beyond what the Governor has in place. Ms. Eldredge said that the Board of Health felt strongly that this area of Harwich is highly populated and would be difficult to maintain social distancing on the sidewalks, as people would be walking by others or those eating food. The only other exemption to taking off a is when consuming food or beverage.

Mr. Ballantine said that he knows that Ms. Eldredge has had some questions from newspapers on the possible carryover from the Chatham incident, and asked if she could touch on that briefly?

Mr. Eldredge said that they were notified by the Visiting Nurse Association about the party that took place on July 12th, which resulted in the cluster outbreak. She said that it was mostly attended by a younger group of people, in their early 20's who mostly worked in restaurants or other hospitality industries. She said that they do not believe it was a COVID party, as some have referred to it, and they do not think there was an intention to infect others. She said that there happened to be someone sick there, and unfortunately ended up with 10 positive cases in Chatham and three in Harwich. She said that the three from Harwich, one works in a restaurant in Dennis, and one in Chatham, the other is unemployed, but all three are now in isolation. Ms. Eldredge said that Barnstable County and Cape Cod Healthcare are working with them on holding a clinic for testing, either Thursday or Friday, mostly for hospitality workers, because they are seeing an increase in the number of positives in that industry and would like to get ahead of it with some proactive testing.

Mr. Ballantine asked to confirm that everyone is following their protocol in terms of quarantining, etc.?

Ms. Eldredge said yes, that they have had no problems and the restaurants in Town had not been affected, because of that particular outbreak. She said that they have had a few establishments affected because of other gatherings or other people that are positive, and those restaurants have followed the protocols, and have closed and disinfected for 24 hours. People that may have been close contacts, have been notified and are quarantining, and anyone who has tested positive is in isolation and everyone affected is in contact with the Visiting Nurse Association for contact tracing.

Mr. McManus said that he applauds the mandatory masks on Route 28, and said that he was wondering if they would be putting signage along the way, for people just arriving from out of town?

Ms. Eldredge said that they have placed sandwich boards on Route 28, one on the corner of Bank Street, Lower County Road, by the Chamber of Commerce and by the Old Fire Station, and Harbor Master Office. She said that they are also planning to turn back on the electronic signs in the same location they were before. She said that the COVID inspector from the County is also planning on going out this week with packaged little sandwich

bags with a mask, and a copy of the order, with a sticker on it, which says compliments of Harwich Health Department thank you for being safe.

Mr. Howell asked if Ms. Eldredge could review the requirements for people returning from out of state and the requirement to quarantine?

Ms. Eldredge said that starting Saturday, August 1st, there will be a new travel order in place from the Governor. The order says that anyone coming back to Massachusetts, or coming to Massachusetts from a state outside of New England, New York, New Jersey, or Hawaii, must self-quarantine for 14-days and fill out a form that is located on the Mass.gov website. She said that there is an alternative to the 14-day quarantine, and that is to show a negative PCR swab test within the last 72 hours. She said that this does come with a \$500 per day fine that is enforceable by the local Board of Health. Ms. Eldredge explained that there are questions on how this is going to happen, and that they are not stopping people or asking for travel itineraries. She said that a lot of this is going to fall on the local hospitality industry to alerting travelers, but that is the background of it.

Mr. Ballantine asked if there would be a notification with a clarification of the rules tomorrow?

Mr. Eldredge said that that it is still fairly new and they do not know all the ins and outs, but that they will definitely announce it again and post a travel advisory and put it on social media etc.

OLD BUSINESS

A. Town Administrator Interviews:

Mr. Ballantine said that next they are interviewing four candidates and explained that Mr. Ford would be reading the questions and expects that it will move along quickly. He said if there are follow up questions that they keep them specific so that they do not continue this overly long for each candidate.

a. 5:15 pm – 6:00 pm Joseph F. Powers

Mr. Powers thanked the Board and said that it was an honor to be there to present his credentials and qualifications for this critical position.

1. Mr. Ford began with the first question and asked Mr. Powers to describe his municipal government experience and how his education, training and professional background makes him the best candidate for this position.

Mr. Powers said that when he gets that question, he focuses on the last part of it, and the statement about being the best. He said that he would not suggest that he is the best candidate, but he would suggest that the

combination of his municipal government experience, education and professional background gives him the skill sets and qualifications to meet and exceed in the job. He said that he thinks that many folks will be hard-pressed to exceed the what he brings to the table. Mr. Powers said that he has been in municipal government for just about his entire adult life. He was a representative Town Meeting member, which is an elected position off Cape, back when he was an undergrad student studying Political Science. He was sworn into elected office on his 21st birthday, and served as a member of the school committee, in a community off Cape. He has spent his adult life either serving in elected or appointed positions, and like the Board of Selectmen, he has served in what they used to call, the nighttime government, meaning those folks that are elected that have daytime jobs and get things done both day and evening. He said that he has served in any number of leadership positions within a traditional New England town that has Town Meeting. He is very familiar with the open town meeting representative, town meeting and non-town meeting forms of government.

Mr. Powers said that in his Municipal experience, it has always been about leadership. He said that his undergraduate degree is in Political Science, with a minor in Public Administration, and his master's degree is in Communication, with a specialty in Political Communication. He said that beyond that, in his professional experience, he has served in leadership roles in the private sector, and whether it's public or private, the focus has always been on project management personnel management and budget development. He said that the combination of all of those co-mingled into the person before them, as a seasoned municipal government veteran, who has extensive experience in open town meeting form of government with a Board of Selectmen.

2. Mr. Ford asked if you are the successful candidate, explain your plan for interacting and conducting outreach with the Board of Selectmen, other local boards and commissions, and the residents and the business community of the town?

Mr. Powers said that he would have a different answer if they were not in a global pandemic, which would be a lot of one on one interpersonal communication. Not that it would not happen during the pandemic, but they literally have had distance between them as individuals and the masks really curtail what he thinks is a strength of his, as interpersonal communication and interpersonal relationships. He said that he would have to give recognition to certain Board Members here, that suggested to him that the best thing that can be done is to walk around, and being out and about in the departments and interacting with the folks that are getting the work of government done. He said that he is blessed to be a resident, a voter, and a taxpayer in Harwich. He said that it will be very easy for him to continue

to be a part of the community, which goes a long way towards building those relationships, and creating that interaction is done by being out and about, available, and just good old-fashioned talking and listening and trying to find common ground. He said that they are a little hamstrung by the pandemic, because they are limited in the manner in which they can interact personally, but he is hopeful that someday they will abate that and get back to the interpersonal relationships.

3. Mr. Ford asked Mr. Powers to explain his Municipal financial experience, including budget preparation, oversight development of financial policies, capital improvement plan for addressing unfunded liabilities, and budget forecasting?

Mr. Powers said that the easy answer is that is the work he is doing for the Town right now, as the Interim Town Administrator. He explained that they had met in that room, prior to the pandemic reaching emergency status, on the annual budget. He said that he spent the better part of the Fall, and early Winter, working on a \$1.8 million budget deficit, in tandem with their Finance Director, to get a handle on that. He said that the immediate and obvious response is based on what he is doing, but also beyond that has been buoyed by his background in municipal government. He said that one of the most gratifying positions he held was in municipal government, as a moderator of a representative town meeting. In that particular community, the moderator had quite a bit of responsibility and he said, if memory served correctly, over 90 individuals reported directly to the moderator. He said that the fifteen members of the Finance Committee were all appointed by him, as the Moderator, as well as the five members of the Capital Planning Committee, and the Trust Fund Committee, that managed the various funds that the town had been gifted over the years. Mr. Powers said that all culminated in the development of the municipal budgets over the four-year period that he was Moderator. He said that beyond that he served as Chairman of the School Committee for part of his six-year term, which was critical in budget development. He has spent every year, of his 30 years, dealing with budgets and municipal finance, and most of the questions that they have asked are familiar to him. The newest thing he has learned, is about the monthly spending plan, also known as the 112th budget. He said that he was familiar with the concept of it, but having the opportunity now to see it in place, and actually utilize it, is a newer aspect. However, everything else has been old hat for him. He said that when you work in a representative town meeting, the major difference is that the representatives are elected officials, it's a finite number of people that serve and a finite audience. He said in the Town he was in, it was 252 members, so he knew who is audience was, and what they had to do for budget preparation. Mr. Powers said that having been a resident here for five years, and having had only one chance to sit through last year's annual town meeting, he had the keen sense that the open Town Meeting in Harwich is no different than that

of the representative town. He said he has dealt with budget deficits, budget surplus, layoffs, and all of the good and bad that go with that.

Mr. Ford asked if he has found that the experience he has had, has helped him in dealing with the present, and ongoing budget crisis, especially as relates to the interaction with the department heads and other leaders in the town?

Mr. Powers said he does, and would also add that he found that he drew upon his background in the private sector, as well as when he was in banking and finance.

He said that it has helped him, because the number doesn't scare him anymore. He said that when you hear \$29 million operating budget, \$70 million total budget, or a \$1.8 million budget deficit, that can be overwhelming. However, when he worked in the private sector and they were dealing with \$27 trillion dollars in assets under custody, he learned really quickly that on one hand it is just a number. You don't want to lose sight that those numbers mean something to real people, whether they're the department heads or employees that depend upon the town for their job, whether it's the residents that depend upon that for their services and programs. The \$1.8 million deficit has brought him a better understanding of the budget process, then he would have had if he had not gone through the exercise of working with the department heads, and giving them the difficult assignment of identifying their core mission and being prepared to present it. Mr. Power further explained that the 1.8 million deficit helped him to really dive into the specifics for the Town of Harwich and has served him well and will continue to serve him well.

Mr. Ballantine asked if he could go a little deeper, because what intrigues him about the situation they are in now, is that it is changing monthly and almost daily.

Mr. Powers said that it requires some give and take with department heads, and new information from what they're doing, what they are thinking and trying to pull it all together and keeping everyone involved with communication. He said that it is a tried answer, and an easy answer, but it is the way you do it. He said that he was meeting twice daily with the department heads during the height of the pandemic, now they are meeting remotely every other week. He said that is going to help them and they are prepared to do that on a weekly basis. He said it is understanding the direction of the Board, understanding where they are at that moment in time financially, and just communicating it as straightforward and direct as possible. He said that they are all in this together, not just department heads and employees or management, administration, the Board and Town Meeting. He said that communication is key.

4. Mr. Ford said, while governmental organizations have a hierarchical structure, some of the best work comes from cooperation. He asked Mr. Powers to tell them about a project that he was involved in that was based on a collegiality in achieving the final product or goal?

Mr. Powers said that he heard hierarchy, but then he heard cooperation. He said that his first thought was that the answer goes back to how he manages, and how he interacts with folks, the interpersonal skills. However, for this one, he would like to focus on a reaction and a response to the earliest days of the pandemic when they were remote and he realized that they were losing the right of assembly. He said that is not a political statement, but it was a recognition that because of the pandemic they had to scatter, so to speak, and lost the opportunity to gather as a community. So, he developed the Community Leadership Forum. He wasn't sure who was going to be on it, or how it was going to end up, but he was clear on what he wanted it to do. He said he wanted it to become a forum of leaders of the community, so the Chairman was present on behalf of the Board of Selectmen, and they had a number of Department Heads, and different groups out there, whether they were non-profit groups, health care or education. He said that they had ten sessions and he was grateful for how nicely it came together. All he had to do was open the meeting, offer a topic, and then stand back and watch the collegiality of the community, collegiality of their Department Heads. Mr. Powers said that they had the regulars, the Police, Fire, and Public Health; but there was a hierarchy in so far as the Chairman of the Board of Selectmen was there on behalf of the Town, but he was given the ability to sort of moderate it, and then the collegiality of everybody that was tied in. He said that it worked because the overall point was for the leaders in this town, beyond the obvious government and political leaders, but also the leaders in faith-based organizations and healthcare, to be able to get answers to questions and then deliver them to their immediate groups. He said with entering into the pandemic and not knowing how it is going to work, or how they were going to communicate, this worked well because people believed in the concept.

Mr. Ford asked, as a follow up, if Mr. Powers thought if that kind of structure and outreach might be a good way to create greater communication as he goes forward, if he was the person in this job?

Mr. Powers said that he does. He said that early on he felt overly optimistic that they would be able to come to a natural end to the GoToMeetings and be able to meet in the same room again, with 40 or 50 of them, and that has not happened yet. He said he has been toying with the idea of resuming the Community Leadership Forum, in anticipation of Town Meeting, as a way to get the community leaders involved again. He said that he found value in having all of the groups come to a common place, and if they can ever

come back together as a community, there would be value in resuming this group when they can be in the same room to get to meet each other.

5. Mr. Ford asked Mr. Powers to discuss a situation in which he has disagreed with his “boss”, and what was the process to resolve that disagreement, and/or what was the outcome?

Mr. Powers said that he wants to answer that, as their Interim Town Administrator, and say that the concept of boss is a five-person entity. He said that for him, interacting with the Board, specifically, makes it easy to resolve any differences. He said that he views the role of Administrator, as exactly that, administering the directives and the policies of the Board. He said that there are often times, that they look to him for advice, direction, or suggestion, but in the end the hierarchy and the role is for the five of them to have agreement by at least a majority. He said it's easy for him to recommend, advise, and get their consent, and added that if it is contrary, that is ok, because that is the nature of the job. For him, it's not a difficult thing to be told, we understand where you're coming from but we'd like to go in a different direction. That is exactly how the system is set up, it is not about him, but what the Board determines is best for the Town.

6. Mr. Ford asked Mr. Powers what his understanding of the role of the Town Administrator is?

Mr. Powers said that he is a student of government, and remains so, and is why he loves working in Municipal Government. He said that there are many different facets to the position of Town Administrator. The position didn't exist in his hometown, which is a larger community, off Cape, where he spent his formative years in Municipal Government. He said that they had the role of Executive Secretary, which he found that there is a hierarchy in Government in which you can start out in a position of Administrative Assistant, which is not what is commonly referred to as secretary or clerical, but a function in municipal government in the statute. Then the next step up is Executive Secretary, then Town Administrator, and then Town Manager. Mr. Powers said that it is a very simple concept to understand, and the statutes were very explicit. He explained that as he had said with his previous answer, an open Town Meeting, Board of Selectmen, Town Administrator form of government, it is his understanding that the Board of Selectmen are responsible for developing the policies, and the direction of the Town, and it's up to the Administrator to administer. He said that there is a bit of a twist, as far as he can see it, in Harwich, where the Charters talk specifically about a Chief Personnel Administrator and he thinks more authority is given in Harwich to that aspect, as far as the overall day-to-day management of personnel. There is no difficulty in understanding the difference between an Administrator. and a Manager, because of the way the statute has it, and the way the Charter has it laid out.

Mr. Howell asked as a follow-up, if Mr. Powers could expand on who else might qualify as a boss?

Mr. Powers said that he has made a very conscious decision that for an Administrator, it shouldn't be three, it needs to be all five of them. He said that he presents information to all five of them and whatever the quorum the vote shows as the outcome, is the outcome. He said that beyond that, it should be understood that he works for the Town of Harwich, and the men, women, and children that live in the Town, that visit the Town, and to some degree he works for the employees as well. He said that it is his responsibility to make sure that they have a safe and productive working environment, and as the Chief Personnel Administrator, that's something that he needs to focus on, as well as the short answer of working for the Board.

Mr. Ballantine said that he wanted to dig just a little deeper, and said that Mr. Howell brought up an interesting point about three vs. five. He asked how obligated Mr. Powers felt when there is a split Board, which sometimes is real and sometimes due to lack of facts. He asked how far his obligation goes to try to be sure everyone has complete understanding of what he is bringing to them?

Mr. Powers said that is the most critical aspect of the job for the Administrator. He said it would be problematic if an administrator goes in and tries to count votes or anything like that. He said that the five board members were chosen by the voters of this town, to lead the town, and by extension to choose someone to be the Administrator, who will provide as much information as possible to the Board, so that they can make informed decisions. He said that he does not think in terms of majority, he thinks in terms of what can he give the five of them, so they can have an in depth discussion to lead to a conclusion, a vote, and then follow-up action beyond that.

7. Mr. Ford said that he has touched on this a little bit, but asked if Mr. Powers could go a little deeper into his experience with Town Meeting, and if he has experience with Town Meeting, what was his role?

Mr. Powers said that his experience with Town Meeting is vast and all-encompassing, with everything that he has done for the last 30 plus years. He said that he had been elected as a representative Town Meeting member, back in 1988, when he was still in undergrad studying politics. He said that he always looked back and said his first real job was as a School Committee Member, but his first real job was getting elected as one of 21 people representing his precinct at representative town meeting, which goes back 32 years ago. He said that he took a year off to get his master's degree, and

a year off to get married, and so from 1988 to 2007, he served as a representative town meeting and then since then there was a period of time for about two or three years where there was no town meeting, and then he was an appointed person in the mayor council form of government, and since 2014 right back into open town meeting. He said that the position he enjoyed the most, as far as elective office, was as moderator of town meeting. Mr. Powers said that he loves Town Meeting, he knows it can be inefficient, and cumbersome, but he is one of those that still ascribes to it being the purest form of government in the world. He added that he likes the fact that New England is still known for Town Meeting. He also added that serving as moderator for the four-year period, was a wonderful experience, because it brought him to a far better understanding of all of the mechanics of Town Meeting, not just the parliamentary procedure.

Mr. Powers said that the question from earlier, about everything to do with municipal finance and all of the machinations that go into that. He said the political equation of different precincts squaring up against other precincts so that would be different factions, and then the all-encompassing aspect of it; planning, zoning, municipal finance, public education, and public safety. There is no better way to get into Municipal Government, than through Town Meeting, and it's one of the reasons why he pursued a position past Town Clerk, and to Administration, in a Town Meeting town.

8. Mr. Ford said in this ever more digital world, increasingly hemmed in between sunshine and privacy rules, it is increasingly hard for public managers to defend themselves from a social media attack. He asked, being up for appointment in a high visibility time for such an attack, is there anything that you would like to present in advance, as a way of explanation?

Mr. Powers said if the question is how he would handle social media attacks, he said that he feels comfortable where he is at this point in his professional career, and has a better sense of who he is and how he operates. He said that he is not bothered by the slings and arrows that happen in the press or in social media, or the negativity that can come with that. He will offer what he believes to be the sincere and appropriate information for them to take and will suffer any decisions that he may make and move on.

Mr. Ballantine asked if Mr. Powers had any closing remarks?

Mr. Powers said that he does consider it an honor to be there, as one of the four finalists for their consideration, for a critical role in this town. He said that this is a special process and it has been an incredible challenge to serve as the Acting Town Administrator, and that is what he is looking for in his professional career. He does not want to be bored, or to be complacent, and has been honored to serve in that role, and would be honored to serve in the permanent role.

He said that as a resident, taxpayer, a voter, and as a dad who has kids in the school system, to be considered for this role is one that I am absolutely thrilled and honored to be a part of. He added that they do not have an easy choice to make, and that it is a testament to the search committee, and to the to what the town has to offer. He hopes that they would look at the full expanse of his professional career, not only the time that he spent in Municipal Government, but also his time in the private sector. He said that throughout his career he has always been in a position of either serving in leadership, or supporting leadership. He said that is what the role of Town Administrator is all about, providing leadership through the direction of the Board of Selectmen, for the benefit of the town. Mr. Powers said that he would never say he is better than anybody, but he does believe that he has certain skills and qualifications and life experiences that are probably hard to beat. He would certainly ask for their support to name him as the next Administrator, and he thanked them for the time to present.

b. 6:05 pm – 6:55 pm Cathy Ann Viveiros

Mr. Ballantine welcomed Ms. Cathy Ann Viveiros, explained the process, and then opened it up to her for opening remarks.

Ms. Viveiros said that she appreciates the opportunity to be there and to the face-to-face interaction. She said that she had opportunity to read the agenda, which they don't normally get with those online interviews. She said that she has served in a variety of capacities over the course of her career, with eight years as an elected official and almost six years as a city administrator. She has seen the public sector interaction, and from a variety of perspectives, and can appreciate the role that the Board of Selectmen serve, and their challenges. She said that hopefully as their Town Manager she will be able to facilitate that process for them and help them to be successful in managing their Town in a way that voters can be pleased with. She said she looks forward to that opportunity and welcomes their questions.

1. Mr. Ford asked Ms. Viveiros to describe her municipal government experience and how her education, training, and professional background would make her the best candidate for this position?

Ms. Viveiros said that if she did not fully address their question, to please redirect her, she wants to be sure to give full and complete responses. She said that she served in an elective capacity in the City of Fall River, thinks it is very important to live in the community where you are not only elected to serve, but also in the case of city administrator working in a staff capacity. She knows that Harwich is encouraging their new person to live in the community, and she welcomes that opportunity. Ms. Viveiros said that her house is already under agreement, and she enjoys golf and boating, so she is looking forward to that opportunity, on both the personal and professional level. She explained that she served as an at-large City Councilor, in Fall

River, which has a population of approximately 90,000. She said that they are elected at-large, so that necessitates a lot of community interaction and involvement. She said that for the purposes of seeking elective office, it gives a certain perspective, with a very close working relationship with the public at-large, concerning what they want to see from their local government, specifically in the capacity from their elected representatives. She said that she has had a very diverse career in the private sector, which has served her extremely well, because she has been able to bring a lot of the policies and practices that were very beneficial in the private sector, such as concepts like bottom line cost-benefit analysis, and forecasting. She said that these things are very beneficial to the public sector, though not always utilized by the staff that are in their various capacities, so she is able to bring that private sector management experience to the public sector. It has given her a nice blend of background and experience.

Ms. Viveiros said that she also has a master's degree in Business Administration, from Boston College, which gave her the professional training, and she also completed two years at the Boston Architectural Center. She explained that she had been working as a CEO at a major real estate company and after interacting with contractors realized that she wanted to go back to school to become more familiar with construction, contracts, bids and specifications. She learned how to do blueprints and draft bid specifications, which has been beneficial while serving as City Administrator with some of the major construction projects they were doing. She said that there has really been a variety of experiences throughout the course of her career that proved to be invaluable in serving in the public sector, and those skills will also be beneficial to the Town of Harwich if she is fortunate enough to secure the position.

2. Mr. Ford asked if any of those positions, which she has held, would contribute more to her ability to do the job of the Town Administrator in Harwich?

Ms. Viveiros said that it is definitely a blend of the experiences, although having served as an elected official brings a whole different dynamic to the position. She explained that as managers in the private sector, you tend to be more project oriented and very focused on the goals and the objectives, and the finances and the bottom line. She said that is important in the private sector, and the main objective of what you are charged to do. However, when it comes to the public sector, you realize that there are a diverse group of stakeholders involved in any major project, any municipal service, that is provided, and being able to understand what the public, businesses or residents, are looking for from their local government, it is extremely helpful. She said that it also assisted her in navigating through what can be tumultuous times, because, as an elected official, she is aware of the community and/or the political consequences of everything that they do on

a day-to-day basis. She said that it brought a unique perspective and had she not served as an elected official she would have been absent in how she was able to interact with the community and interact with staff in a way that was the least controversial as possible. Ms. Viveiros said that in the private sector, she has been an adjunct professor at a community college, and also did professional training. She said that they are taught that the way to communicate with people, and to try to engage people to your way of thinking, is a science, and if you can master that, then the interaction with community becomes far easier. She explained that change is difficult and they have probably encountered circumstances where there's been change, and people like to keep things the way that they have been. However, when you are able to appropriately address change within a workplace, and do it in a way that is respectful of a variety of opinions, and personal goals and objectives, she believes that you can do it in a very effective way. She said her tenure as an elected official served her well.

Mr. Ballantine said that the private/public relationship is intriguing, and asked Ms. Viveiros if she could give an example of how she used the private financial details, she spoke of, to help educate the public on trying to march in the same direction?

Ms. Viveiros said that some of the tools she used in the private sector, she had introduced into the public sector, including with her staff, because she did not want to give the impression that you can do these things single-handedly and she is a big believer in the team concept. She said that there are managers and employees that do the job every single day and know the job best and it is a team effort. She explained that what they did was to create new concepts, and they started doing quarterly budget reports, so that, in this case would be the Board of Selectmen, would have regular updates on how they were doing budget vs actual. She said, the budget vs actual was a concept that at first was a little bit uncertain to some, with this is my budget, this is what I am going to spend. As opposed to, when you start to look at things like the budget to actual, you are able to emphasize the fact that sometimes the monies need to move in order to keep everything on par and to make sure that there are no financial deficits at the end of a fiscal year. Therefore, she said, they introduced quarterly budget reports forecasting. She used a lot of financial forecasting in the private sector, because it wasn't just a matter of where they are today, or in this fiscal year. The decisions they make in any current fiscal year, are going to have an impact on multiple years to come. So, they instituted a financial forecasting tool, that now every year when the budget is updated, and they can even update it periodically in trying times, such as these times with COVID, they can take the current year budget, and the decisions that were incorporated into that, and of course the collective bargaining factors into it. She said that typically they are multiple year contracts, and you're able to forecast out the impact of those decisions, over the five-year term. She said that is critical.

Ms. Viveiros said that when she started her position as City Administrator in January 2014, she was confronting a \$16 million budget gap. She explained the budget gap, and said that when you forecast, you are able to take a look at the decisions that you're making, and determine what that impact is going to be over the long term. So, it's not simply a matter of covering the budgetary expenditures in the current fiscal year, but making sure that they're sustainable over a longer term and a longer period. She said that has been very beneficial, and of course, capital planning. Ms. Viveiros said that she knows the Town of Harwich does that, and has a group established for capital planning, and it is extremely important. She said that capital planning requires multiple year planning. She said that she had read that they try to maintain a consistent debt level, and they did that in Fall River, as well. Ms. Viveiros said that the feeling in their case was that \$10 million was a number that they felt they could sustain comfortably without it having an adverse impact on the Municipal departments that were competing for those budgetary funds. She said that they adopted the policy and said that policies are very important because then everyone understands the goals. This is what they hope to maintain and when they were developing the capital improvement plan, everyone knew that they had that debt level that they were looking to maintain in order to allow them to address the other municipal services that were so critical to the community.

3. Mr. Ford asked Ms. Viveiros, if she was the successful candidate, could she explain what her plan would be for interacting and conducting outreach with the Board of Selectmen, the other boards and commissions in the town, the residents, and the business community?

Ms. Viveiros said that those would be different strategies. She said that for the Board of Selectmen, certainly one-on-one meetings at convenient times and places, would be beneficial to have honest sharing of their vision and goals. She said to have conversations about what may have not worked in the past, and what they would like to see changed moving forward. As far as other members of boards and committees, they may be able to address them in small group fashion, being mindful not to violate any open meeting laws. She said that they would have to keep the groups small and do it in a responsible way, but give them time and opportunity to really exchange information.

Ms. Viveiros said that she believed that the question was anticipating that perhaps within the first three months there would be a set of priorities that would be outlined. In meeting with the various constituencies, clearly that would be the high priority within those first three months. She said that businesses and residents would tend to be a little bit more informal, and as a member of the community, they would be able to interact in a more relaxed or social setting. She said that it amazed her the people that would

strike up a conversation with her in the supermarket, during her almost six years as a City Administrator. She said that it was great because it was a relaxed setting and they could speak freely and openly. Ms. Viveiros said it depends on the constituency, case in point, the Chamber of Commerce, the Cape Cod Commission, and there will be opportunities to meet with individuals to interact and find opportunities to share information, but it would basically depend upon the individuals in question, what might work best moving forward.

4. Mr. Ford said that she has touched on some of this next question, but asked if she could explain her municipal finance experience, including budget preparation and oversight development of financial policies, capital improvement plan for addressing unfunded liabilities, and budget forecasting?

Ms. Viveiros said that there are some key elements that she has not addressed, so she will broaden the conversation to include those. She said that this comes out of private sector and now moving on into public sector, they instituted a practice of zero-based budgeting and it was extremely beneficial. She explained what zero-based budgeting is and what it does, and said that it was a very beneficial exercise, and the employees got actively engaged in it as well, specifically regarding the personnel expenditures. She said that it required that they take a long hard look at job descriptions, and in their case, they had not updated job descriptions in a long time. She said that when they looked at them it was amazing, some of the things that employees were doing that were not in their job description or in some instances they were doing tasks that could easily be modified given new technology or structure within the department. So, the review of the job descriptions helped them take a look at their staffing pattern and make decisions regarding changes that needed to happen. Ms. Viveiros said that she was going to digress for a moment and said that it was important they start talking about sustainability and the carbon footprint. She said that when they reviewed those job descriptions, they started to realize that people were spending so much time moving paper, so they decided to go to electronic document imaging and not only did it reduce the use of paper and ink and cartridges, but also retrieval was much easier because everything now was electronic. She explained that it really did reduce their paper expenses and reduced the time that some of their clerks were spending simply processing paperwork. She further explained and said it was a process back to zero-based budgeting, where everything was reviewed and everything was justified moving forward and it was a great exercise.

Ms. Viveiros said that they had worked on the goals and objectives, and the performance metrics, but they did not quite get there prior to her leaving her position. However, the performance metrics are also very important and they had made some good progress in their building department and they

are accurately tracking the number of permits being issued, and number of inspections that are required. She said that then when it comes time to make the budget, and looking at the staffing, they are able to determine if they are short staffed, or if they needed more staff, and if they are complying with all of the statutory requirements. She said that in the case of housing, they were supposed to be out inspecting multi-family housing for code compliance, but they had not been able to do that because they just didn't have the staff resources. She said that it necessitated a change in budgetary priorities, based on the jobs that they were required to do and the time constraints that they were confronted with. That was very helpful as well with the zero-based budgeting, and made it necessary for them to look at their unfunded liabilities, and she explained how that worked in Fall River. She said that the long range forecasting served them well and they were able to meet their pension liability. Then along came the OPEB (Other Post Employment Benefit), and that was twice the unfunded pension liability. She said that they instituted a policy whereby any surplus funds at the end of a year would be deposited into an OPEB account, and they formed the trust, and got all of the paperwork in place but it will be some major challenges to be able to address those. She said that they started with the financial forecasting, the policy was put in place and now the expectation is when the surplus funds are determined, at the close of each fiscal year, that a percentage of that will automatically go into the OPEB account to start to address the unfunded liability. She said that it is going to be a long process, but it is a start and there was a benefit to it, just to be a little bit more proactive along those same lines.

Mr. McManus asked about the zero-based budget, and if she stumbled a promise across any processes that she was doing, that really served no particular purpose?

Ms. Viveiros said that the zero-based budgeting was critical. She said that she believes in the team concept, and that it was actually the employees doing the job that were saying what they needed to do something, or maybe it was time to take another look at how they did something. She said especially with the increasing demands on local government, and the more project oriented things that the public wants to see provided by their local government, they need the resources to do that. She said that they got some very good suggestions from their employees to redirect their resources, it was very beneficial and it gave everybody a sense of ownership too. She said that she had talked about change early on, and if you don't incorporate the people who will be impacted by that change in the process, then there will be automatic resistance. If change is going to succeed, you have to get everyone actively involved to feel like they are part of the process and being listened to, and she finds that extremely beneficial.

Mr. MacAskill said that she has answered some of this, but asked if she has had to deal with any uncertainty in finances, and had to consider major cuts to make up for loss revenues, and how did she deal with this?

Ms. Viveiros said that she had alluded to it earlier, but when she started in January of 2014 as the City Administrator, she had a \$16 million budget gap. She said that the City had been relying on a \$14 million safer grant, which is offered to fund fire department personnel, and the City had been funding 79 firefighters using that grant, and now the grant is running out, and there was no place to absorb those additional firefighters. She said that at the same time health insurance was escalating at a dramatic rate, and that was adding another strain to the budget, and also with proposition 2 ½, and the revenues, short of new fees, and creative ways of raising new revenue. However, no fee is going to close a \$16 million gap, even if you wanted it to, which politically we did not want it to. She said that she may get to that in another question, so she will kind of reserve some of the political aspects for a follow-up question.

Ms. Viveiros said what ended up happening was that they looked at the finances and early on in the year they had to present the budget to the City Council. She explained the timing and said that they presented a PowerPoint presentation and had a joint meeting of both City Council and the School Committee. She said that the school would be dramatically impacted and you have to try your best to meet net school spending goals. She said they had a very public meeting, which was televised, and the public was able to participate and ask questions. She said it gave them a substantial amount of time for them to go back review the numbers, and the forecast, and be able to consider how they were all going to join forces and try to address the budgetary gap. Unfortunately, they were able to mitigate some of the firefighter layoffs, but they needed to move forward and they were able to offer early retirement incentives to a number of senior firefighters that had virtually maxed out on the years of service, and that paved the way for some of the junior firefighters to remain on board. She said that ultimately there were approximately 23 layoffs, as opposed to what could have been as many as 50 plus. She said also, to take it a step further, they also looked at service delivery models and decided that they had an opportunity to merge a major change in working conditions, the operations of our Emergency Medical Services and the Fire Department.

Ms. Viveiros explained that this was an opportunity because Emergency Medical Services bills private insurers, because they are receiving funding for Medicare, and other services that they are providing. They are able to raise revenues and to the extent that the firefighters were able to assist with those Emergency Medical Services, they were able to take some of those revenues and apply them to the Fire budget, legitimately, because those individuals were now performing EMS services. She said that this worked

for them and what ended up happening is that they were able to negotiate with the two separate unions, so now all firefighters hired have to be EMT basic, and that is part of their initial training and orientation. She said that with the FY20 budget, they were able to get ranks up to 298, from 273, so they were able to replenish a number of those firefighters by using those additional financial resources.

5. Mr. Ford said while governmental organizations have a hierarchical structure, some of the best work comes from cooperation. He said while she has mentioned that, he asked if Ms. Viveiros could tell them about a project she was involved in, that was based on collegiality in achieving the final product or goal?

Ms. Viveiros said that she could give a specific example and said that in January of 2014, they were confronting the closure of their landfill, which was a loss of over \$1 million in host fees. She said that is part of that gap that she had talked about, so they had to take a look at solid waste and figure out if there was another way to cut costs. She said that they ultimately made the decision to privatize trash collection and it did generate some layoffs. She said that the collegial aspect of it, was that it gave them an opportunity to work with their existing Department of Public Works' employees, and to say to them that they wanted to transition them away from trash collection, and train them for higher skilled work with an increase in compensation levels. Ms. Viveiros said change can be difficult, and there were some that were not really excited at the prospect. However, by her last year there, they had done an amazing job and had provided trainings and the employees were out repairing sidewalks, and the public was thrilled. The employees were taking pride in their work and she received emails from people complimenting the work. On the fiscal side, when they privatized the collections piece, and went to the private sector for that the alternative what they implemented was to be able to limit some of the private contractor work that they were paying for through private vendors, and allow their staff to perform that work. She said that freed up a revenue source that enabled them to compensate the employees at increased rates. She said that they did dramatically improve the wage structure for the DPW employees, based on the position they moved in to, but it gave them an incentive and they were all very happy with the opportunity.

6. Mr. Ford asked Ms. Viverios to discuss a situation where she may have disagreed with her "boss" and what was the process to resolve, or what was the outcome?

Ms. Viveiros said again, going back to January 2014, the Mayor, at the time, had appointed her as his City Administrator, and it was an interesting dynamic but they were on good terms professionally. She said that she had that \$16 million budget gap, and the landfill was closing, so in trying to

address the solid waste expenses, they were able to determine that the recycling rates within the community were very low. At the time, although it's not the case now, it was costing them far less to dispose of the recyclables than it was our MSW, our Municipal Solid Waste. Therefore at the time, she explained, they needed to increase the recycling rates, on a voluntary basis, and they used special bins and encouraged people to participate. She said it was not easy and they were not really achieving the levels that they needed in order to have a significant effect on the Municipal budget. She said that then along came, what they referred to as purple bags, which were like what you would pay for at the supermarket. Ms. Viveiros said that their Mayor did not want any part of the new fee structure and said no to the bags and no to the fees. So, she told the Mayor they would keep working, and at the time the Police Department had over a million dollar grant that they were going to lose, so there was going to be a problem with Police, Fire, DPW. She said just a perfect storm all coming together. She said that she arranged for the vendor who provided the bags, Waste Zero, a very competent group to come in and make a presentation. She asked the Mayor to listen to them because they seem to feel that they can generate revenue, at about \$3 million per year on the sale of the bags, which would help with the budget gap. She said to him that they did not want to lay off a number of firefighters and a number of police, and they needed to meet the NED school spending. So, he agreed to let them come in, but at the end of the presentation he still said no, he did not want to do bags. Ms. Viveiros said she understood, but it was going to be difficult, but then the public started getting involved in the conversation, because there was a presentation to the city council and members of the public started saying they needed to do more recycling. It was not as much about the fiscal aspects, but more about reducing their carbon footprint. They had a very vocal group of stakeholders, who felt very strongly that the bags were the way to go and they started communicating with the Mayor and Counselors, and at the end near the 11th hour, the Mayor conceded and agreed to the purple bags. She said that they implemented the program, which did not survive because it was not implemented as well, which were lessons learned. She explained that in the private sector as long as your decision is a good one, you can charge ahead but not quite so in the public sector. The City Council felt strongly that the burden should not be on the landlord to have to buy and distribute the bags, and show compliance. She said that piece was unlike any other community that Waste Zero had worked with, and left out a local ordinance and enforcement had to figure out which person in the multi-family was the one who put the white bag in the cart as opposed to the purple bag, which did not go well. In retrospect, she said they should have spent more time with the private landlords and with City Council, but as she mentioned this was an 11th hour decision for budgetary reasons and she wished they could have done something a little bit timelier because she thought the program would have survived. She said but now

they have the problem where recyclables are costing more than MSW, so maybe it all worked for the best.

7. Mr. Ford asked if she could explain what her understanding of the role of a Town Administrator is?

Ms. Viveiros said that it is similar to the role in the City, however a bit different in that the Board of Selectmen is the policy-making body. She said that it is the Board's decision regarding the policies that they implement moving forward, and it's going to be the role of the town employee to be able to execute that policy, and take charge on a day-to-day basis to be able to complete implementation of those policies. Therefore, the Board plays a very large role in the policy making, but ultimately because of the Town Charter, which she read, she realized that the Board does get actively involved in some of the hiring decisions and the affirmations of hiring, and also termination. So, they do have an administrative role to play as well. Additionally, all of the work of the Finance Committee ultimately, with Town Meeting warrants, have to go through the Board of Selectmen, so they also have a very large role to play in the management of town government. Ms. Viveiros said her role would be to make sure the day-to-day was operating efficiently, She said in order to do that communication would be essential, to keep them informed, not simply in the role as members of the Board of Selectmen, but also as elected officials, and certainly the people that everyone in the community turns to when there's any kind of problem or challenge. It will be important that they are kept well abreast of the activities of town government.

8. Mr. Ford asked what her experience is with Town Meeting, and if she had experience with Town Meeting, what was her role?

Ms. Viveiros said that she has been involved with the Town Meeting in a couple of different instances. She said when she served in Plymouth, as a private real estate development executive, she was a member of the Plymouth Development and Industrial Commission, and so consequently all of the funding for the economic development initiatives had to be approved by Town Meeting, in the form of a warrant. Therefore, they would have to make the decisions regarding the benefits of the expenditure, provide the justification for the expenditure, meet with the Finance Committee and the Board of Selectmen regarding the request. They would then attend Town Meeting, and be available for questions or any further information that was going to be required before Town Meeting could make an informed vote.

Ms. Viveiros said when she was living in Westport for a period of about five years, she served on an Ad Hoc Committee, that was evaluating wastewater treatment. She explained that she had quite a bit of involvement

with wastewater treatment because she had served as an elected official in Fall River, and they were on the federal court mandate to address a combined sewer overflow problem. Where every so many rainstorms the surge mixes with the storm water and goes into the bay and creates significant contamination, so she had been very involved as an elected official in that capacity. Also, she said at the time they had a secondary wastewater treatment and they were actually considering tertiary treatment to increase the levels even further. She said she was very familiar with the process of wastewater treatment and handling, so she was appointed to the Ad Hoc Committee and they had to do regular reporting, to not just to the Selectmen, but also to Town Meeting. So, she has been involved more as a resource, as opposed to making any direct presentations, but she is familiar with the concept. Ms. Viveiros said that it is extremely important, having an open town meeting form of government, and making sure that people understand the importance of the variety of warrants that they're going to be voting on, they are able to get the appropriate constituencies out to participate in that Town Meeting. She said they used to struggle with that when she was in Plymouth, where people would rally around their constituencies for one particular warrant, and other things would really fall by the wayside. She said it will be part of the obligation of the town Board of Selectmen and the Finance Committee to make sure that people fully understand the warrants that they're going to be asked to vote upon, and that they come out and participate to get the warrants approved that are necessary for the ongoing operation of the town.

Mr. Howell said that so often people come into the position of Town Administrator with the thought that they have to keep three people happy, because it is a five-member board. He said she was asked a couple of questions ago, about who she considered to be her boss, and asked if she could expand on the boss category a little bit?

Ms. Viveiros said that even though you may only need three votes, the goal will always be to reach full consensus and to have a unified opinion amongst members of the Board of Selectmen. She said she understands that's not always possible, people have differing opinions about a variety of issues, but it will be incumbent on the Town Administrator to do everything possible to attempt to get everyone in agreement on any one particular issue. She explained that she did customer training professionally for a number of years and said that she utilized those skills even while serving as City Administrator. She said that in Fall River, there are basic tenets of quality customer service that needed to always be maintained. She said people need to feel like they are in control of their own their own destiny, and it's important when making any kind of a difficult decision, especially one that the individual is not ultimately searching or hoping for, that you give them options.

Ms. Viveiros said that it would be incumbent upon her, as their Town Administrator, to be able to very clearly outline the pros and cons of each of those decisions, so they will be fully aware and fully abreast of why their colleagues are making an alternate decision. She said that hopefully at the end of the day there will be an acknowledgement and a respect amongst the members, as to why the votes were taken the way they were. Sometimes that is the best they can hope for, to accept the decision and move forward constructively. She said that she worked with nine City Councilors, and the goal was always a unanimous vote. She said that they did not get a lot of them, but you have to work towards that and make sure that all of the questions are answered, and all of the issues reviewed and considered. Ultimately they did a pretty good job of at least getting a 2/3 vote, but ultimately in the case of Harwich, she would be looking for that 5-0. She said that the process is extremely important, and one they have to remain mindful of. It is not about just getting the ultimate result, but to do their best to achieve consensus, and an understanding, so that the votes can be respected amongst each of the members.

9. Mr. Ford said that this is the final question and asked in this ever more digital world increasingly hemmed in between sunshine and privacy rules it is increasingly hard for public managers to defend themselves from social media attack. Since being up for this appointment is high visibility for such an attack, is there anything that she would like to present in advance, as a way of explanation?

Ms. Viveiros thanked him for the question and said that if you google her name, you will encounter an issue, so she appreciates the opportunity to answer this. She explained that she had purchased an 1800's home, which probably should have been a tear down, but she believes in historic preservation, and thought the house had great bones, so she wanted to restore it. She said that the home that was assessed at well over \$100,000 more than what she paid for the home. She said she understands the assessment process, and she expected that at some point there would be a reduction in the value of the residence. She added that based on the timing of the purchase, she had two opportunities to request an abatement but had chosen not to do that. She said she was the City Administrator so she did not want any problems or suggestions that she was using her influence to get her assessed value reduced, so she let the assessment stand. However, the Assessor was mindful of the fact that there needed to be an adjustment and he did his work and there was a reduction in the value, which she fully expected. Unfortunately, there should have been an inspection, which was not done appropriately, in the midst of a very contentious political environment due to the indictment of their former Mayor. She said that the issue of the assessment was raised publicly, but at the end of the day, legal counsel rendered an opinion that she had done nothing wrong. She said that she had been fully available and had expected the reduction, but, in the

public sector the accusations are on page one, and the vindication in her case was on page 27 of an online flurry of documents. She asked that they have an opportunity to review the memo that was generated, and said that she left her position six weeks early since the new Mayor was coming in and it was time she was fully compensated for. She said she voluntarily resigned, just to allow them to move forward and do it without any concerns regarding the fact that she was part of the prior administration.

Mr. Ballantine said that he had one follow up question and said that she had mentioned financial and operating budgets, and at the same time talked about grants. He said those are obviously different operating budgets and asked what lessons she had learned on budgeting from those two sometimes counter-productive revenues, operating budgets vs. one-time grants?

Ms. Viveiros said that is a good question. She said that it is very important that grant funds are used for one-time projects or purchases, and not used to supplement the municipal budget, for just that reason the grants come and the grants go. She said she had referenced earlier the safer grant they received for \$14 million. She said that when the grant ended there was no funding mechanism to address that. She said that the grants are very beneficial, and should be pursued and she was actively involved in the grant writing process with the grant writer. She said that successful grants, is a function of trying to determine what the purpose of the funding is, and trying to match that with the goals and objects of the grant source. They were actually in the process of looking at private foundations, because as a whole there are grants on the municipal side, but there are also private foundation funds available. She said however, they are usually very specific in terms of what they are looking to fund and how they want to fund it. Ms. Viveiros said grant writing is extremely important, and as long as you use it for those one-time expenditures, and don't get yourself into a difficult position when the grant runs out.

Mr. Ballantine thanked Ms. Viveiros and turned it back to her for some closing remarks.

Ms. Viveiros thanked them and said that as she had mentioned in her opening, she is very impressed with the Town of Harwich. She said that she does golf and boat and it is a beautiful community. She said that is a last stop, and she is looking forward to not only becoming a productive member of the community as their Town Administrator, but also as an actively engaged resident of the Town. She said that it is extremely important to get to know your community by daily interactions with people and businesses. She had an opportunity to get here a little early and drive up and down Main Street, and it is a beautiful community and she would look forward to being a part of it. She said that as he had mentioned she is blending her public and private sector backgrounds, which gives her a unique set of skills. She said that

if they are in the process of moving forward with any kind of projects that could be a bit more contentious, her personal strengths are her abilities to engage with the community, be an effective communicator, and be able to strike compromise and consensus in a very positive way. She explained that they overcame some very unique challenges when she was in the city, with the quasi-merger of EMS and Fire, and they were able to get nine employee unions to agree to a change in their health insurance, simply by helping them to understand that the fiscal benefits were not just for the community, but also for the members. She said that they made them a part of that process, so again, building consensus and working with not only community stakeholders, but the labor union's staff within the department. She said that elected officials is something that she has a great deal of experience with, and she looks forward to utilizing those skills here as your Town Administrator.

c. 6:55 pm – 7:40 pm Kenneth Gray

Mr. Ballantine welcomed Mr. Kenneth Gray and explained the process and then turned it over to him for his opening statement.

Mr. Gray thanked them for the opportunity to be there, and said that the interview process has been really good so far, and he has been really impressed with the screening committee. He said that they have been consummate professionals, and they did a very nice job. He said that he is an engineer and spent his career in semiconductor equipment, and started his own company in 2000. He said that they invented a robot that was used to test semi-conductor chips, and Intel was one of their biggest customers. He said that if they have any kind of device that has an Intel chip in it, then at some point it went through their machine. Unfortunately, he said that in 2009 they had to begin winding things down because they did not have another \$2 million to put into a second product because it is a very cyclical industry. He said that he is pleased to be there and thanked them for the opportunity.

1. Mr. Ford asked if Mr. Gray could describe his municipal government experience and how his education, training, and professional background would make him the best candidate for this position?

Mr. Gray said that he had explained a little about his previous career, but the last six years have been more applicable when he was Mayor of Amesbury, MA. He said that Amesbury is a bit bigger than Harwich, in the off season and smaller in the summer season, with about 17,500 habitants. He said that they have a very strong mayor form of government, where the Mayor is the CEO. He said that he is a very hands-on person and has spent a lot of time as an entrepreneur and knows how to understand and resolve problem, because that is what the role of an entrepreneur is. He said that is one thing that he brings to the table. He said that his Municipal experience also includes six years as the Chair of the School Committee. He said that in Amesbury, the Mayor also serves on the School Committee, so he brings

an element that is a little bit unique in terms of Town Administration. He said that he worked closely with the Superintendent and basically approves the school budget, by presenting it to City Council the same way you would present to Town Meeting. He said that a strong Mayor, is a combination of the Board of Selectmen and the Town Administrator. He said that having that experience in both the private and public sector, gives him a rounded view. He had learned a lot in high tech about management, and working with Intel was an incredible experience because of the way they did things and their processes. He said that his degree and his background is in process engineering, which really deals with complex systems and how to optimize complex situations. An example might be if you're a FedEx Manager, and you have to plan your routes for the day, and they are all different every day. He said that today, they can run a computer program which tells the driver where to go. Those are the kinds of things that industrial engineers were trained to do, so it is a complex system that they did. In the Mayor City Council form of government, they had to develop team work, and develop a close working relationship with the City Council, in order to get anything done. Mr. Gray said that their City Council has nine individuals, from very disparate backgrounds and different points of view. He said that they could not get anything done unless they were all together, and he was proud to say that during his six years almost every single vote was unanimous. He explained that they had an incredibly bad tax situation, and they had the fourth highest rate in the State, which was his goal to get that under control. He couldn't take a payroll raise while they were still in the top ten, it would have been wrong, and you have to lead by example. Mr. Gray said that he has learned the skills to work collaboratively, build teams, and setting examples. He said that if you ask his references, they will hear how he deals with other people.

Mr. Ballantine said that he comes from a technical background, in chemistry, and then moved into management. He asked if Mr. Gray could tell them about his experience going from hands-on as a trained engineer, to management. He asked how that transition went, because it can sometimes be difficult.

Mr. Gray said that he does not consider himself anymore a hands-on manager. He said that you can't be hands-on in a municipal environment, the way you can in an engineering environment. He said that most of his experience was in small companies, although he started at Raytheon which is a multi-billion dollar corporation. He said that one thing he learned developing his product, which was electrical, mechanical, pneumatic, and it is software controlled. He said that he is none of those things. He is not a software engineer, not a mechanical engineer, not an electrical engineer, nor is he a police chief or a fire chief or DPW Director. He said he does not know what they know, so he needs to rely on their skill sets. He said he learns enough about what their jobs are, and what their challenges are, to be

able to develop relationships, and be able to work with them on their spending and budget, how they interact with the public and what is going on in the Town. He said in return, he expected them to be involved in the community and involved in community events.

Mr. Howell said he wanted to follow up on what Mr. Ballantine said, and the other two individuals had offered this thought, so he wanted to ask Mr. Gray specifically, if he was the successful candidate, did he envision himself living here?

Mr. Gray said absolutely, and that is one of the reasons that he is attracted to Harwich. He said he has been coming here for a Mayor's meeting which has happened for the past six or seven years at Wequassett. He said they just fell in love with this area, so when this popped up he wanted to apply, and he explained he has not applied for many positions, only to ones where he would want to live.

2. Mr. Ford asked Mr. Gray, if he is the successful candidate, could he explain his plan for interacting and conducting outreach with the Board of Selectmen, other local boards and commissions, and the residents and the business community?

Mr. Gray said that in the questions that were sent out by the Search Committee before the interview, they asked a question that was somewhat similar, though it had more to do with trust and credibility. He said that his answer was that in order to develop credibility and trust, you have to do what you say you're going to do. He said to that extent, he talked about how he has always been goal oriented, and he set goals for Amesbury. He explained that he measured these goals through a bunch of graphs, in the annual report, which showed how they communicated, or how they did, according to their goals. Mr. Gray said that with respect to Harwich, he would be committed to do an entry report, where he would talk to stakeholders, starting with the Board of Selectmen, to find out what they think are the big issues in town. He said also in conjunction with this, would be to get a list of questions that the Board of Selectmen want answers to. He said he would not be able to do it along, without engaging the Board of Selectmen, because they are the political entity, the ones that are accountable to the people. He continued that he would talk to various stakeholders throughout the community, town employees, volunteers, committee members, and identify who the leaders are in the town. He said he would work hard to understand the questions and be able to turn them into some short term, medium term, and long term goals for the community. He said this would be a good way for his own education and to meet a lot of people, and he said that COVID should not be a problem, because they could meet with smaller groups, like they are doing now.

3. Mr. Ford said that he has touched on this a little on finance, but asked if Mr. Gray could explain his Municipal finance experience, including; budget preparation and oversight, development of financial policies, capital improvement plan and his plan for addressing unfunded liabilities and budget forecasting?

Mr. Gray said that he would leave them with a Capital Improvement Plan, that he brought on some flash drives. He said that he personally did the budget every year, or drove the budget, and the process was to call each of the Department Heads into his office, with the CFO, to present their fiscal year budget, and explain how they were in alignment with what they wanted to accomplish over the next year. He said this was his opportunity to talk about goals and what they wanted to change and improve. He said that the first iteration was typically high, so he had put together, with the CFO, a worksheet where he could do an iterative approach to budgeting by looking at the first request, and what they spend last year, using real numbers. He said he would not call it zero based, but it is more of a bottoms-up budget. He said that they would go line by line with each Department Head, understand what they wanted, and then negotiate until they would get to the number that he had already targeted.

Mr. Gray said, to go back to the tax problem, that was their problem, and they needed to get the tax rate down because it was causing home prices to degrade. He said that people would not shop for homes in Amesbury, because they had their taxes were the fourth highest in the Commonwealth. He said this brought down home prices and his theory was they were in a spiral, because the higher tax rates would drive down home prices, which would in turn, because of the way tax rates are calculated, would drive up tax rates again. So, the idea was to break that and he said he started with the budget. He said the first thing that he did was to look at spending, and he did a lot of things in respect to spending, including freezing all discretionary spending. He said he did that because he wanted to send a message that someone was watching, and also he wanted to know where the money was being spent. He explained that discretionary obviously doesn't include anything contractual, and it doesn't include anything salary. He said in their budget, the aggregate including schools is 65 - 70% personnel related, so discretionary is not in that bucket. So it is a really small amount of percentage, but in a \$67 million budget, that can add up. He said most important it sends a message. Mr. Gray said that the second thing that he did, from his private sector experience, was to put in place signature authorities. He said they would be looking at a whole year of spending and things change, especially towards the end of the year having a money left in the budget, and trying to spend it. The signature authority said that the Department Head could sign off on anything above \$1,000, the CFO if it

was over \$5,000, and anything over \$10,000 required his signature. He said that this really slowed down spending. He said that the main way he tried to get around the problem with the tax rate was not to go to the 2 ½ limit. He said there was no reason to, if you build a bottom-up budget, and you build spending-up spending. He explained that they did this and they improved or maintained every City service, they invested primarily in the schools, which was his goal because their schools had been underfunded for a number of years. He said this was not to the extent that they cut any services, or to go to the 2 ½ limit, but that was the box he built for himself to try to exist within, which was a challenge, but that is what they did. He said that he built his own worksheet, which basically said here are the proposition 2 ½ limits. He added that something like 80% of the communities in the state go right to the 2 ½ limit, which he is not criticizing, that is just the way it is a lot of the times, but he did not think that Amesbury needed to do that. He went through all the calculations and worked with the Assessors, to come up with what the tax rate would be, based on the estimated valuation and the spending. He said that people will tell you that that the only thing that matters is valuations, and that's only because the spending is approved with the budget and the valuations and the hearing for the tax rate setting isn't usually until the end of the year. So people see the tax rate change with just the valuations, and they think that's all that affects it, but that's not the equation. He said spending has an equal effect on tax rates. They did that for six years and they added almost \$3 million in excess levy capacity, which is the amount of money that you didn't tax people, it cumulative. He said that they went from fourth highest in the Commonwealth to 106th. He said that they were able to accomplish that also by increasing their local revenue through things like a pilot program for solar fields, and new hotel taxes. Mr. Gray said that he was heavily involved and stood up every year in front of the City Council and pitched his budget, answered every question, and it worked well.

Mr. Ford asked how the real estate market in Amesbury is now?

Mr. Gray said it's hot. He said he does not quite understand it, other than it's the interest rate. He said if you look at valuations of housing for non-beachfront, it is not that much different from here. He said it is a little more down here, but the tax rate here is \$8.73, and Amesbury had been at \$21, and they got it down to \$17.

4. Mr. Ford said while government organizations have a hierarchical structure, some of the best work comes from cooperation. He asked if Mr. Gray would tell them about a project that he was involved in that was based on collegiality and achieving the final product or goal?

Mr. Gray said that the one that would come to mind in this case would be working with City Council and they had an issue where they had a 280 acre old dairy farm that the City had bought for a few million dollars. He said that in the deed it was specified that it was to be used for general municipal purposes, which basically means anything. He said at one time, 25 years ago, someone wanted to build a golf course, someone else came in with a proposal to put housing in there, but the town did not want that. He said most people in town thought it was conservation land. So, he worked with the City Council President and two of his colleagues, to come up with a plan to take Article 97, and turn it into protected land. He said with that the only thing it can be used for is active and passive recreation. He said they used a tiny piece of it for general municipal, because they were building a school next door, and they needed a roadway as an egress from the school. He said another section was wetlands, so they turned that into conservation land, and from there they worked together to come up with a plan to build soccer fields. He explained that the Soccer Association had been promised something for 25 years and so they came up with the plan to fund phase 1 of a \$10 million athletic field rehabilitation program.

5. Mr. Ford said that he is not sure if City Council would be considered his boss, but asked Mr. Gray to discuss a situation in which he has disagreed with his "boss", and what was the process to resolve the issue, and what was the outcome?

Mr. Gray said that he might argue that conflict is good, he said he encouraged city councilors and team members to tell him what they thought. He said that he does not like getting into shouting contests in public, but they had enough mutual respect and would usually do it in private. He said that he did encourage it, because it was a good way to flesh out disagreements that they may be afraid to tell the new Mayor.

Mr. Gray said that they were part of a regional 911 call center, and said that in 2016 he had asked the City Council to back out of the regional center. He said that they had not been performing and their costs were out of control. He said that he had been on the financial board of this center, and there were about five communities and their costs were out of control, their turnover was about 55% and concurrently they were the best paid people in that class of work, in that part of the state. He said therefore, it wasn't a salary thing, it was a working condition thing, and their data reporting was abysmal. He said that this is one of the easiest process in which you can measure data, and if you are going to manage something you need to be able to measure it, that is fundamental. He explained that in dispatching of emergency vehicles, for Police and Fire, it is all computerized and everything was time stamped, but they couldn't report the data, so you really could not tell if they were improving or degrading. He said he would have this proverbial disagreement with the with the directors, so he went to the

City Council and said that they really need to pull out the Police and Fire. He said that they went in and a unanimous vote took a little bit of time, but they agreed to let them pull out which was a two year process. Just as they were pulling out the State came in and took a look at what was going on, because they were going to have to shut this down and they had just spent \$14 million on this brand new building. They were getting a little bit concerned, so they did their own research which verified everything that he had been saying. He said that the State brought in their own Director and basically went back to him and said look, do you want to come back in we really want you to come back in and they made an excellent case and explained their plan to regionalize. Mr. Gray said it was not easy but they worked it out and after going around and around, City Council voted 9-0 to support him. He said they have some pretty contentious City Council meetings, and it was somewhat political, but he was extremely proud that they were able to take them one way, and then back the other way, and they made a really good case and it worked out well and everybody agreed.

6. Mr. Ford asked Mr. Gray what his understanding of the role of Town Administrator is?

Mr. Gray said that he looked at their Charter and did read it. He said to back up, the role of the Town is to provide services, and that is the same with the City, they are in business to provide services and basically how do you structure an organization to achieve that objective. He said that one of the issues with having Selectmen, is that they are part-time. He said that even though they are the voice of the community, they don't have a COO, if you will, to implement things, so he sees the role, of the Town Administrator, as being the COO, and the Board of Selectmen collectively as the CEO. The Board make the policy and he would implement it in conjunction with them. If they say, we need to change this out, then he would come back to them with a plan, or what it would take to get from here to there, and present it for discussion. He said that he also sees the role as being an advocate on their behalf, especially at Town Meeting for warrant issues, especially with the budget. He said to be able to stand up in front of the group and when the question's asked to be able to say why, why the budget, why the line item, why they need to do this, or that. He said that is what he did in front of City Council. He said he is very much at home in a public forum, with crowds, and he does his homework and is very analytical and quantitative so he usually has his numbers fairly well ordered. So, he said that is what he sees the role being, part management and part advocating.

7. Mr. Ford asked, sort of along those same lines, what has been your experience with Town Meeting, if he has had any, and what was his role, if he did?

Mr. Gray said that his role has been as a participant. He said that is his weakness, he does not have the innate knowledge of Town Meeting that others may have. However, he said that he would be resolved to gain that knowledge as quickly as possible. He said that one of the first things facing them right now, one of their immediate issues, is Town Meeting coming up. He said he does not know if they are done with their budget, but that is the big kahuna of Town Meeting, so he would do a deep immersion to learn. He has watched Town Meeting and in other towns, well, and is fear would be that you spend a whole bunch of time putting together a proposal that everyone agrees on, and then someone in Town Meeting blows it up. He said that is one of the perils and something they have to plan for and are they might need support to avoid that kind of situation. He said he just means to talk to a lot of people to understand what the constituencies are for each of the warrants and where the opposition might be coming from, and why.

8. Mr. Ford said in this ever more digital world, increasingly hemmed in between sunshine and privacy rules, it's increasingly hard for public managers to defend themselves from social media attacks. Since being up for this appointment is high visibility for such an attack, is there anything that he would like to present in advance, as a way of explanation?

Mr. Gray said that he took that question to mean, if there is any dirty laundry, get it out now before we find it on Facebook or something. He said that the answer to that is no, he doesn't and that is why he would encourage them to talk to his references and anyone else about his character. He said that he has never had any issues with anything, other than a speeding ticket a few years ago. However, he said that there is a lawsuit out there, which they may find if they do a Google search. He said that it is from a potential marijuana retailer who wanted to open a shop in town and is suing not just him, but the City, and the Cannabis Control Commission. He explained that she was the third one to come in, and there are three things that the applicant has to do through the process, they have to meet all the local ordinances, they have to have a host agreement, and they have to hold a public hearing. He explained that the other two parties went through the process, but this one person started the process and then accused him of changing the process, which he said is not his process to change. She also tried to get the Cannabis Control Commission to issue an injunction to prevent the other two parties from getting licenses. He said that she claimed that they would only allow two licenses, per regulation. He said that they had never said that, to set a limit would require a vote. He said that they have moved for dismissal, but everything is hamstrung right now with the courts. He explained the problem she had with the public hearing and that he wanted her to go to planning before he would sign a host agreement, and she had not done that. So, he said the case is not going anywhere.

Mr. Ballantine thanked him and asked if he would like to share closing remarks?

Mr. Gray said that he would like to answer the question, why should we hire you, if that's okay? He said that he is qualified, experienced and more importantly he is accomplished. He said that he has a list of his accomplishments and would just give them the categories. He said he is a doer, an entrepreneur, it's not enough to finish the product and stick it in the window, you've got to get it done, and make things happen. He said that is his mentality and he has been in small business, other than the one \$300 million public company, most of his career was in smaller businesses. He continued and said that these are the categories; property taxes, economic development, with \$200 million worth of economic development already in the ground after six years, another \$200 million through planning. He said that they also added 400 units of housing, and these are just the highlights, and provided a brief overview of the problems with housing and affordable housing. He said that he also turned around the problems with education, where they had been cutting school programs and teachers for 10 years, before he came in. He said that one of his three goals was to turn that around, and they never cut another program since. He said that he has talked about some of the budgeting, and spending controls, and added that they did not have any programs for energy and the environment when he took office. He said that they received a green energy grant, nearly every year, and their green community is growing. They have done all of their street lights and turned them all into LEDs, he said it has been incredible all of the accomplishments. He said that for roads and infrastructure, he has a great relationship with DOT and they got a bunch of Mass Works Grants, in conjunction with a huge development in town, which he overviewed.

Mr. Gray said that he is a big communications person, and likes face to face, and beyond that, they did bunch of things between Facebook, a swift 911 program, which allows them to send out emergency or non-emergency messages to targeted pieces of town or the entire community. He said there is more in quality of life and it is not just experience and qualification, but he has accomplishments and has achieved a lot which is a byproduct of his background. He said he would really be honored and pleased, and he had brought his wife here and she enjoyed it.

d. 7:45 pm – 8:30 pm Thomas M. Guerino

Mr. Ballantine welcomed Mr. Thomas M. Guerino and explained the process and then turned it over to him for his opening statement.

Mr. Guerino thanked the Board for having him and also to the Search Committee for putting his name up before them this evening. He said that he has been a long-term public sector advocate and employee, and was born and brought up in the western part of the state, in Greenfield. He said that he worked in some small towns

as a Circuit Writer, and was one of the first Circuit Writers in the Commonwealth, not funded by grants. He then moved up to Vermont for an economic development position. He said that he thought he would be there for two years, and met his now wife there, who was from Middleborough, and ended up spending 10 years with the Rural Development Council after he left Vermont. He said that he was looking at the plaques for the new building, back when Wayne and Shirley Gomes were there, and Representative Gomes was the person he worked closely with years ago. He said that when his job with the Rural Development Council lost its funding through the State and the Federal Government back in 2004, he found himself with four younger children and nothing to do. The said then an interim position came up in Bourne, and he applied and was granted the interim position, then a few months later was granted the permanent position. He said for 14 ½ years, it was a really good place to be, however, the last 18 months were tumultuous. Overall, he said, they did a good job in Bourne, and they agreed to part in an amicable way and he has good relationships with the people there. Mr. Guerino said that since then, he took a little time off, and did some interim work in the town he lives in to help them get a new Town Administrator and has been working on some organizational and budgetary issues for the town of Wareham. He said he is really glad to be there.

1. Mr. Ford asked Mr. Guerino to describe his municipal government experience and how his education, training, and professional background makes him the best candidate for this position?

Mr. Guerino said as he alluded to in his opening comments, he started in the smallest of small communities, in the first year prop 2 ½, where two towns were able to increase their levy limit, and two towns had to make cuts. He said that this was in Warwick, MA which is up near the New Hampshire border. Northeastern Franklin County had lost its lunch program, they had a budget of \$500,000 and a population of about 375 at that time. He said that he had increasingly worked in other municipal avenues as a Town Administrator, or Administrative Assistant as they called it back then in Warren, MA. He was an Economic Development Director in Rockingham, VT, and then became Town Manager of Rockingham, Bellows Falls, which is a separately incorporated village within the town. He said that there were two separate boards, the Select Board that did the planning, some fire service and collection, and then the Board of the Village Trustees, who had water and sewer, a huge wastewater plant, and full-time police. He said it was very complicated because there were two sets of rules. He said the biggest argument he remembers was that the town was charged with the replacement of sidewalks, and the village was charged with the repair of sidewalks, and no midnight meeting ever went without having to decide whether it was repair or replacement. Mr. Guerino said that he had the opportunity to go the State of Vermont in the Economic Development Department, but chose not to, and took the Town Managers job and then the Rural Development Council Director position. He said that it was that job which taught him the most about working with other board's committees

and agencies than anything in municipal government could bring forward. He dealt with people that were hugely more intelligent than himself in academics, and senior executive service folk and their job was to show that one regulation wouldn't fit for every town, and housing was different. He said that he also learned diversity, and inclusion, in that job, and he learned how to budget, do inter-municipal memorandums of agreement, with the federal government, which got to be very complicated. He said he made really good contacts there, and he has been able to bring those contacts to the work he does today. Mr. Guerino said that Bourne was a very tough town to do work in, and as they know, they were the last town on the Cape to move from a full-time Select Board to a professional management. He said that he was the second person, and there was still quite a vestige of the old way of doing business, with kicking and screaming sometimes, but most of the time it worked out ok. He said the person that is there now, has a really good and stable environment to work in.

2. Mr. Ford asked Mr. Guerino if he was the successful candidate, could he explain his plan for interacting and conducting outreach with the Board of Selectmen, other local boards and commissions, and the residents and business community?

Mr. Guerino said that outreach with the Select Board has to be done, and this is learned behavior over time, it needs to be done in such a way that it's equal with all five members. He said that if something comes up in a conversation with one member, that may have influence on a decision, then that needs to be shared with the rest of the Board. He said through his experiences and mistakes, he has learned that the best way to do that is to be sure that everyone gets the same information, at the same time. He said that in his first few months, he would certainly want to sit down with each of the Board Members, get their priorities, why they ran, and what motivates them to be on the board and be leaders of this community. However, when it comes to decision making, that needs to be done by the group and there needs to be clear direction.

Mr. Guerino said that working with the department leaders would be fairly similar. He said that he would sit down with each of the departments to find out why they are here, why they are interested in doing what they do, be it the Library Director, the REC Director, the Department of Natural Resources folks, or the person who runs the golf course, and certainly Police and Fire Chiefs. He said the Finance Director will become his best friend as they go through the budgeting process, and the impacts that COVID-19 has affected their revolving funds and rooms and meal taxes. He said that one of the things that he did with the Rural Development Council was every morning to send out Monday morning facts, which would overview what he planned to do that week, any major meetings, and things he hopes to accomplish. Then on Fridays, he would send a shorter report on what got

done that week, so the Board knows what's going on with him on the day-to-day administration, and they can carry through on their policies.

He said that outreach to the greater community, and the business community is beyond meeting with the Chamber. He said that he has worked with the Cape Cod Chamber on the bridge issue, and he would meet with Kiwanis or the Rotary, and other business associations. He said that you want to get out of your chair and meet with them, when time allows, and talk to the business owners or managers. He said with the citizenry, it would be similar type of things and to try to be technology savvy where it makes sense to put things out over the Town's Facebook page as an informative piece. He said that there are PTO groups, and there are probably other groups within the school system that he could work with work, and the Recreation Department would have lists of active parents, and there are state agencies. He said he would also want to meet with the Housing Authority as well.

Mr. MacAskill said given the amount of technology these days, a lot of citizens and Department Heads would email the Town Administrator, or call the Town Administrator. He asked how Mr. Guerino would see to it, on a busy day, that everyone would get a response?

Mr. Guerino said that not every email is equal, you have to triage the emails, but, he certainly thinks that it is appropriate within a 24 to 48 hour period to respond to all of the emails, especially from citizens. He said that citizens want to be heard, and then they should be responded to within 24-hours. He said that if someone tries to respond to all of the emails immediately, that is all you would get done in the course of the day. He said that you have to plan your time out to be able to appropriately respond, and respectfully respond, but you have to get your work done during the course of the day too.

3. Mr. Ford asked Mr. Guerino if he could explain his municipal financial experience, including budget preparation and oversight, development of financial policies, capital improvement plan, a plan for addressing unfunded liabilities and budget forecasting?

Mr. Guerino said that he saw that they (Harwich) had a fairly good five-year plan, in researching the website. He said that he is hands-on with the budget, from beginning to end, and works closely with the Finance Department; with both the Treasurer and the Town Accountant. He said that he looks at everything from State Aid, if they get any Federal Aid, and revenue streams and receipts, almost on a monthly basis. Mr. Guerino said that in putting the budget together, they certainly look at what happened at the end of the year. He explained that he gets two in Bourne, one because they made adjustments at the end of the year to make it balance, and end of year transfers and so forth. He said that he would also have the actual as to

where these line items ended up, and if there had been a two, or three, or four, year piece where a line item was being blown or there was nothing being spent in that particular line item, it's time to change that line item. He said that he would generally meet with the Department Heads twice on their budgets, he would have them submit their budgets and they would look at where they were at, and it would be up to the Select Board as to what the priorities for the budget are going to be. He said that they have a \$72 million corporation that they are running, and it has to be run appropriately. He said that one of the things they submitted from a policy perspective, was not to bring any new employees to the budget in the same year, because there's no way to plan for that. He said unless it's an emergency, for FEMA or Safer Grant for the firefighters, and it is rolling up, you can't spring new employees on the tax base, they need to be planned for. He said that he was fortunate in Bourne, because they did a lot of financial policy, they had a really committed group that was put together early on after some fiscal difficulties. He said that it was a Town Administrator's working group, that had Finance Committee membership, School Committee membership, Select Board membership, the Finance Director, the school Superintendent and himself. He said they started from the beginning, like policy 101. Mr. Guerino further explained what they look at for the budget and how Bourne was similar to Harwich.

Mr. Ford asked when he did that, in the time frame that he was serving, when did that take place?

Mr. Guerino said that it was probably 14-15 or 15-16, and he added that it was really a group effort and really well done. He said that he was fortunate during his tenure there, to have three exceptional Chairs of the Finance Committee. He said they were wonderful people to work with, so that helped, and he had a good working relationship with the School Superintendent. He said they didn't always agree, but they had a good working relationship.

Mr. Ballantine said that he gave a good discussion on budgets, and what he was doing is sometimes difficult to communicate with the public. He asked what Mr. Guerino found to be the most effective way to communicate with the residents and Board?

Mr. Guerino said that they did their budget presentation in January, and their budget had to be done the first week of February, and then the Select Board had two weeks before it was transferred to the Finance Committee. He said that they did a number of things, we had started three years ago, something called a Town Meeting 101. He said that it was on local cable access tv, where they talked about how Town Meeting works, and what this budget means. He said also over one year, they had monthly meetings with the cable tv folks that included the Town Administrator, the Finance Committee

Chair, Select Board Chair, and they would bring in the Chief of Police, Fire Chief, and the Finance Director to talk especially during override times. Generally, they would try to go through the local media, they did not do much through Facebook for budget items, mostly local print media. He said that they also public sessions for several years with the Select Board and the Finance Committee in Bourne, which worked out really well when they were reviewing the budget.

Mr. MacAskill asked if he ever had to deal with uncertainty in finances, and had to consider major cuts to make up for lost revenues, and how did he deal with that?

Mr. Guerino said not like what they are dealing with today, with COVID, but certainly they had drops in State Aid, or when their charter tuition started to skyrocket, which started to take away from other things on the cherry sheet. He said that the Charter School was a killer for them for a while, but the Superintendent was able to pull that around. He said that they had PL874, which is not something that Harwich has, it is money that was given to the town from the Federal Government, for the education of kids that came from Joint Base Cape Cod. He said that was reduced, and reduced, and reduced, and the last year he was there it went up a little bit, so they never knew what they were going to get from that. He said that then they had the failed override, and they were very clear as to what would happen if the override failed, and they followed through with that. He said that as far as forecasting, and at least internally, he wanted to see 10% less and 10% more, and to look at different scenarios that could happen.

4. Mr. Ford said governmental organizations have a hierarchical structure, some of the best work comes from cooperation. He asked Mr. Guerino to tell them about a project that he was involved in, that was based on collegiality in achieving the final goal.

Mr. Guerino said to preface, he tries to work in a horizontal management style, as opposed to our hierarchical management style. Although, he noted that Police and Fire, and the Department of Natural Resources, had to work internally in a hierarchical style because of the type of organization that they are. He said that a small, but good example, which finished up after he left, was the need to become more technology savvy, and to start using technology in a better way than perhaps they had in the past. He said that he was fortunate to be able to bring in some very bright young people as department leaders, and assistant department leaders, and they looked at where other towns had already gone to electronic permitting and inspections etc. So, they put together a working group of various department heads, including some legacy employees that were not as enthusiastic about moving into this realm of technology, and they brought in a number of vendors. He said he let them figure it out, and they came up with various

plans and options, and by the time they finished they had the company they wanted to go with and everyone was on board. They saw how it could work, and how it integrated with each of the departments, so it was going to save time and be more efficient. He said that it is his understanding that it is being implemented now.

5. Mr. Ford asked him to please discuss a situation in which he has disagreed with his “boss”, and what was the process to resolve it, and what was the outcome?

Mr. Guerino said that generally speaking a disagreement with one member of the Board, did not call for any particular action. However, when the full Board, in its policy role, disagreed with the recommendation that was brought forward, and they would have to work together to find out where there the friction was. He said whether it was what they expected, or what he expected, and sometimes his expectations were not necessarily the expectations of the Board, so how could they rectify that. He said sometimes they would sit down in public session, or sometimes he would meet with a member of the Select Board to show some facts. At the end of the day, whether the policy went through or not, it was generally done with an understanding that they needed to be able to move forward.

Mr. Ballantine said that he wanted to pursue that just a little more, and said to the extent that, he asked Mr. Guerino what his process was in preparing to educate the Board, so that they knew all the facts? He added, that obviously they won't all agree, but they should have all the data in front of them to move ahead.

Mr. Guerino said that it was always his intent to get the Board as much information as he could get, either at the meeting or before. He said that he did not always accomplish that, but if he needed to bring in people that could explain things better he would. If it was a question as to shellfish propagation, he could talk about shellfish propagation, and we're going to put so much spat over here and we're going to close this particular area, but if they wanted to know about the science of why that was being done, the DNR Director or the Shellfish Propagation Specialist would come in. He said it would be the same with Fire and Police, he thought it was important when necessary, to have the Department Heads before the Board to explain things that dealt with their particular department and how that impacted the town.

6. Mr. Ford asked what his understanding of the role of Town Administrator is?

Mr. Guerino said that it depends on the Charter, different Charters have different roles with various degrees of authority granted. He said that

Harwich's Charter provides for a moderately strong Town Administrator and the Select Board, the way the appointments are done, has the ability to approve or disapprove on most appointments of department level people are higher. He said that it is very clear throughout this Charter that the Board sets policy, but also has an active role not in the day-to-day administration of the town, that is very clearly assigned to the administration, but certainly has a strong voice in the direction of how the Board would like to see things running. He said that he found this Charter to be similar to Bourne's and said that he gives credit to Harwich for how they have things coded, he said it was really easy to run through their codes. It is pretty clear how the governmental function in this community is to run, and anything of substance goes through the Board, but the Town Administrator is the day-to-day decision maker and if there's discipline or an expenditure of money within the budget that's been approved, that's up to the Town Administrator. He said however, if there is a question on that, he or she, better be able to explain it, that is pretty clear through the Charter.

7. Mr. Ford asked Mr. Guerino what his experience is with Town Meeting, and what was his role if he had one?

Mr. Guerino said that they started the Annual Town Meeting preparation, about the same time as the budget. He said that they always kept a file on Special Town Meeting, or Annual Town Meeting, things there were eight or nine perfunctory articles that were done every year. He said that the capital improvement plan, and non-petitioned articles were worked in drafting, and he drafted some, but not all of the articles. He said that the CPC, Historic Commission would have articles from time to time, that he would review, but they would all go to Council for review prior to being published. There were amendments and they tended not to put the motions into the warrant, so if they needed to change the motion, they could. He said that if it was published, it would cause some legal questions. He said that by from the time they started the warrant, he was fortunate with really good people who had been doing Town Meeting forever. He said that even during his time in Vermont, and in Warren, he had always helped draft the warrant and put it together.

Mr. Ford asked if he made a concerted effort to try to have the Finance Committee, the Finance Director, and all the other leaders in the town, be on the same page as they got to Town Meeting? He said that he meant if there was a unified attempt to try and present a unified front, as they went into Town Meeting?

Mr. Guerino said yes, absolutely and if there were disagreements they would try to work them out prior to the final posting of the warrant in the articles. He said that he would note that there were two exceptions to that, one was either in 2005, where there was a real disagreement between the

Finance Committee and the Select Board. He said that he had just come on board and the warrant was pretty much done. He said that it took two hours of people sitting in Town Meeting, waiting for the two groups to get together and get it figured out. Mr. Guerino said that it was both embarrassing and at that point in time we all committed never to let that happen again. So, they worked in earnest to try to be sure that at least on the major financial articles, the capital articles, revolving account articles, all of those things were in consort when they walked into Town Meeting.

Mr. Howell said that he had a follow-up question, that bundles the previous three questions and it was asked of everybody. He said that there are a number of Town Administrators throughout the Commonwealth who learned quickly how to count to three, as a method of management, in terms of how their dealings with the Board of Selectmen. He asked if Mr. Guerino could elaborate on his concept of who his boss is, and how he feels about the concept of three?

Mr. Guerino said that generally this is not a good way to do business. He said that if there is a five-member board, you work for five. When he brought things forward for action by the Board, he didn't count that he may have three of them that he didn't have to worry about, that is not the way you bring policy forward. He never tried to count that type of vote going in, he tried to submit things upfront. He said you work for the full board, you're answerable to the full board and you should do your best to bring all five members forward together.

Mr. Howell asked where the public fits into that scenario, in who he considers his boss?

Mr. Guerino said the public elects the Select Board, and the public is always first. His job, if selected, is to steward the municipal ship in the finances that benefit the entirety of the community. He said that if citizens have concerns, they need to bring them to the Town Administrator, and they could check back in Bourne, and to the chagrin of some, his door was always open. He said that if he didn't have a pre-existing meeting, and a citizen came to his door, it was open for them, and if that meant he stayed until eight or nine o'clock that night, then that's what it took. He said that they are there because of the citizens, and they are the only reason they are able to do business, not just Town Meeting, but people who live in, recreate, work, bring up their kids, grow old in place if possible, that's the whole reason they do this, and why they are there.

8. Mr. Ford said in this ever more digital world, increasingly hemmed in between sunshine and privacy rules, it's increasingly hard for public managers to defend themselves from social media attacks. Since being up

for this appointment is high visibility for such an attack, is there anything that he would like to present in advance, as a way of explanation?

Mr. Guerino said there was nothing he wanted to discuss in a public forum, he said that there has been enough written. He said that he is a good Town Administrator, and he ran into some bumps in the road, as we all do over a 15-year period.

He said that there was one board member who was nipping at his heels from the day that person was elected, till the day that person left office. He said that it was what it was, his job was to try to continue to do what he did, and let the flack fall where it may. He hoped at the end of the day the quality of work he produced was sufficient to keep going.

Mr. Howell said that this has come up in different forms, but it has been asked of each person. He asked Mr. Guerino, if he is to be selected for the Town Administrator's position, does he anticipate relocating here?

Mr. Guerino said that is a little different than it was written on the paper, and the answer to the question, if I'm going to move my family here, is no. He said that there are reasons for that, which were brought forward to the search committee. He said that there are medical reasons, or other reasons why that can't happen, but he will be in Town and will rent a place, and they will never worry about him being there. He said he was always in town during storms, special weekends, snow emergencies, he was there and his dedication to this community would never have to be questions, if selected.

Mr. Ballantine thanked him, and asked if he would like to share closing remarks?

Mr. Guerino said in an effort not to get too long in the tooth, because it has been a long day for them, he said that there have been opportunities for him in other places than on the Cape, and he left the Cape for a while, but when Harwich opened up, he has missed the Cape and missed working with the commission and with the RTA. He said that he was the Chair of the RTA for several years and one of the things he learned is knowing the environment that you're working in, knowing the issues that are confronting the area, whether it be sewer issues, or the denitrification of the waterways, or working with the DPW, the Police Department, the Fire Department, the REC Department, or the Library. He said that he gets very concerned about what happens to the REC Department and the Libraries when their revolving funds are in such tough shape. How do they continue to provide those kinds of service that everybody has the opportunity to use, he said those are the two great equalizers. He thinks it's important for them to keep that in mind as FY22 is going to be much more difficult than FY21, and he said that he has been through that and through cuts and failed overrides. He has been through of the things that these cities and towns are going to go through in the next 12 to 18 months, and he

has the maturity now in the financial acumen to be able to help them through it. He said that he appreciates them having him and asked what their timetable is for making a decision?

Mr. Ballantine said that's going to be their next discussion, and he hopes in the next couple weeks. He said this is an important process, and they need to be sure they are comfortable with what they are going to do.

DISCUSSION AND NEXT STEPS

Mr. Ballantine said that next on the agenda is a discussion and next steps, and he thought they would do two things, first, determine what the schedule is for the next activity, and second, he will send out an evaluation form so they can write discussion points. He said he appreciates any thoughts have on that, but he can get that out probably shortly, and asked what time frame they are comfortable with?

Mr. Ford said that he does not see why they would not be ready to discuss it next week.

Mr. Ballantine said that this has drug on a long time so he would like to move ahead, but he wanted to be sure they are all comfortable with it. He also added that he has asked Mr. Robert Lawton to call the references and bring them information on that aspect of their submittals.

Mr. Ford said okay.

Mr. McManus said he is looking at the calendar, and asked what the soonest time is they could actually schedule another meeting?

Mr. Ballantine said they could do it next Monday, if they get it out quickly.

Mr. McManus said that given up some folks desire to make phone calls and check some of the references, would that be enough time?

Mr. Ballantine said that's a good point, and clearly Mr. Lawton has already begun because a couple of candidates mentioned it.

Mr. MacAskill said that said that answered his question, because he was surprised that someone contacted KP Law that fast.

Mr. Ford said that obviously Mr. Lawton took their charge seriously, and moved ahead to contact these references. He said they should have some feedback from Mr. Lawton pretty quickly, and he does not think it matters if one of them calls or Mr. Lawton calls, because they will not give different takes on the person.

Mr. Ballantine said he is in a hurry, but he would like a little bit of time to over organize his thoughts.

Mr. McManus said they should schedule it for next Monday.

Mr. Ballantine said that would be as soon as he would like, because he would like to give them some format on ranking the candidates going forward. He said he would get the form out by Wednesday.

Mr. MacAskill said that the interview committee has some sort of ranking, they never saw, but he would like to get their form.

Mr. McManus said that their ranking form may be what they need to do the trick.

Mr. Ballantine said he is tied up with several back-to-back meetings tomorrow, but he will try and put it on the agenda for Monday, and have a discussion. I do appreciate the time this is taking them tonight and he stated that he is impressed with the four candidates they have.

Mr. McManus said they are very impressive.

Mr. Ballantine said they had 45 or 46 applicants, and again he wanted to publicly thank the search committee.

ADJOURNMENT

Mr. MacAskill moved that they adjourn at 10:19 pm. Seconded by Mr. Howell. All in favor, motion carried by unanimous vote.

Respectfully submitted,

Lisa Schwab
Board Secretary

