BOARD OF SELECTMEN & SEWER COMMISSIONERS'
MEETING AGENDA

Faulkner Room, Town Hall

November 10, 2007

8:30 AM

Present: Selectmen Dore' Hunter, Lauren Rosenzweig, Peter Berry,Paulina Knibbe, and Andrew Magee. Also present was Temporary Town Manager John Murray for his interview only.

CITIZENS' CONCERNS

PUBLIC HEARINGS AND APPOINTMENTS

8:30 DISCUSSSION AND DISPERSION OF QUESTIONS FOR CANDIDATES

The Chairman reviewed the individual Selectmen's questions that would be asked of the candidates and did not see any major conflicts or overlap in the questions. Selectwoman Rosenzweig will take cable and Selectwoman Knibbe will take technology. Selectman Berry will defer all CPA questions to Andy. The candidates will have an opening of 2/3 minutes and 15 minutes for each of the Selectman followed by 30 minutes of public questions. Each question from the public will be limited to 2 minutes. The Selectmen will then be allowed 1 or 2 follow-up questions. The Candidate will then have a closing. The Board will not deliberate until all candidates are interviewed. A citizen asked when the announcement will be made. The Chairman replied a decision will be made once a negotiated a contract is completed, so a guideline would be the 1st of the year.

8:45 DISCUSSION OF HOW TO MOVE FORWARD AND CONDUCT BACKROUND CHECKS OF CANDIDATES FOR THE POSITION OF TOWN MANAGER

The suggestion on how to conduct background checks is to use professionals. Department Head Steve Barrett is here to answer questions. He has met with the police chief and town counsel for their suggestions and advice. Selectwoman Knibbe noted that they are asking for 2 separate items, a background check and a reference check. Background should be totally separate and done by a professional. Some of the items the Selectmen don't want to know the details, just to know that the item was checked and the result was acceptable or not acceptable. The Selectmen could do the reference check including site visits. Selectman Magee agrees to the use of a third party, but is Town Counsel removed enough. Selectwoman Rosenzweig is in agreement that it should be removed from anyone dealing with our staff. Selectman Berry stated references should be done by the Selectmen. He would like to follow the advice of Town counsel and look into their recommendations as to who should do background checks if that is to become necessary. A former US attorney from Palmer & Dodge has been recommended and he has not had any experience with the Town. An estimated cost would be $5000.00. The Chairman stated that the Selectmen will do the reference checks. The Board agreed to get a list of available candidates to accomplish the background checks and have their cost and availability at the November 19th meeting. The Selectman will do the reference checks. The Chairman will continue to hold all personal information until they are handed off for the background check. He will not make copies and will return the originals to the candidate.

9:00 INTERVIEW OF CANDIDATE JOHN MURRAY

Opening Statement. John Murray used the opening to state why he wanted to be Acton's Town Manager. It is personnel, I have lived here for 9 years, and I have raised my children here. My extended family has relocated here to Acton. I understand the costs and benefits of living here. It is my home. I have had family members from new born to 99 years old. I do understand the varied needs in a town like Acton. I understand the necessity of school funding. I am also qualified by education and job performance both in the private and public sector. I have benefited by having Don Johnson as my mentor. However, I intend to bring a new energy and new vision to the job of manager. The change that I will bring forth will be measured and will be in keeping with the norms of Acton's culture. My leadership style will be stakeholder engagement, collaborative effort towards defined goal, empowerment and training and fair measurement and accountability. I believe I owe it to our children and future residents to protect Acton as part of the entire ecosystem. I believe these beliefs will make me the right manager for Acton.
Chairman Hunter asked Mr. Murray what the most important trait in a town manager would be. He replied that it would be honesty and integrity. Chairman Hunter asked Mr. Murray to explain his methodology for assembling a municipal budget. He responded that (1) determining the Selectmen's priorities, (2) staff is asked to consider what would be needed to carry out actual plans to make those priorities a reality and (3) the Department heads are then asked to join together in a three day meeting during which each gives a presentation on their recommendations. This allows for a full understanding of what each department is trying to accomplish towards the Board of Selectmen defined set goals. There is a lot of give and take among the department heads before the three days come to a close. The manager weighs the input of the Department heads, budgetary constraints and the input from the ALG to offer budget recommendations to the Board. He was asked by the Chairman how to decide for a cooperative and coordinated division of funds with schools. Mr. Murray replied that ALG is the best method. It allows for each entity to show priorities and then negotiate an agreed upon split. It is important for the Town Manager and the Superintendent to understand what joint assumptions and priorities each are facing. What steps would you take to purchase non restrictive land purchases and what ideas do you have for such future municipal projects. We need to partner better with non-profits to purchase open space and recreation land; by obtaining more grants and partnering in a non financial way it will benefit us in a financial way. We need to invest in the community and in the future. You might not need it now but there is no new land. We do need to thoughtfully purchase land now. What important programs have you been part of working on and implementing for seniors? Multiple programs, but one when I first came to Acton is noteworthy. My first year there were over 1000 abatement request to the assessors office. After mentoring assessors to change operations from a regulatory operation to a service oriented operation. It means in some cases going to seniors homes and talk about exclusions and tax benefits. It means going to the Senior Center running informational sessions on the same tax benefits. I have participated in writing legislative changes, none of which were implemented, such as changes in the rate of index for seniors from prop 21/2 to the rate of increase in their Social Security payments. Staff further has assisted seniors by placing them in alternative programs when they did not meet the requirement of assistance programs they had applied for. I would be looking at expanding the mentoring of staff to make other such service improvements. We have also begun the process of adding to the current Senior Center. Chairman Hunter asked what

programs you would consider for the expansion of the Senior Center. Mr. Murray replied the Council on Aging staff needs to define a program on their required needs for expansion, (2) formation of a committee to review the request and look into where that expansion could be done, at the current location or elsewhere. Staff can be a resource here but they are not leading the needs and requirements list. What staff mentoring have you been involved in as Assistant Town Manager? In Finance, Assessing and Tax Collection he has mentored their development and training and aided in making them better assets to the community. The Chairman asked if directed to do so what kinds of regional services he could envision being cost neutral or saving the town money. First, as Town Manager I would be looking into input from the Board on a regional change, because there would be a change in location as well as how that service is provided. If the community accepts the change then you need to go out and actively seek quotes to see if you can get the same level of service to meet the demands of the citizens. Then I can make a recommendation to the Selectmen. And, yes, I believe there to be services that would lend themselves to regionalization without hurting public safety: some building department activities, inspectional services, dispatch and those we cannot afford such as the smoking cessation grant that Acton has taken advantage of and possibly some internet services. I would ask the Board to seek citizens input prior to implementation. What additional internet services could be offered to Acton citizens? The community is the stakeholder. It is what they need to conduct business and interact with the town. If the funds are available, we need to improve our on-line environment, GIS, add registrations and payments and e-government announcements to engage citizens in our activities. The old model of legal ads is not working. The Chairman asked if he was satisfied with our polling and voting system. No, I wish there were more polling locations, but that is limited by funding. We need to do whatever we can to make voting as convenient and accessible as possible. I excluded voting from the internet options as it is state law that limits our ability in that area. If selected it would change your relationship with the town, so how would you present yourself to the community and groups for introduction. Mr. Murray stated he is not a political entity, but would like to do outreach and introduce himself by small neighborhood coffees, and explain his role in working for the Board and the Town of Acton. It would be nice to outreach at the Public Safety Building and the Senior Center both municipal facilities.

Selectwoman Rosenzweig asked who is a person you admire and why. Norm Cohen is a mentor that I admire because of his ability to work with other people and his knowledge of town government. She asked what are the major problems facing a Town Manager in retaining experienced staff. Mr. Murray stated that number one is remembering that staff has the same inspirations for their families as you and me. In retaining experienced staff, competitive pay and development within the organization is important. He would like staff to feel fairly compensated and not feel as servants in a town they cannot afford to live in. Once you develop staff, then they want to grow in the organization. If the compensation is fair that is what they will do. The department heads need to incorporate people into the process. A well trained person is an asset to your department. We need to invest in managerial training. Hiring good people is one of the most important jobs of a Town Manager. In filling supervisory roles or the role of your own assistant what traits would you look for? I look at the experienced a person has, technical knowledge of the job is one thing; experience mellows your knowledge to the fine point of what is right and wrong. Many people can do the technical part of our jobs, but not many understand it is a citizen service issue and what the traits are to be successful at the combination of

the two. Then I look at the organization as a whole; what are our strengths and weaknesses. I look at honesty and I look at their commitment of time and ability to work for the benefit of the town and the organization. The demands on our staff in terms of time is huge; both a perspective employee and their family need to understand that. Selectwoman Rosenzweig stated the Master Plan with a Town Center did not become a reality. What solutions can you look to for creating a Town Center. There is a Town Center and village centers. As far as the Town Center, I have had had staff come together and participate in brainstorming session, as Route 27 bisects the Center and leaves only a little triangle of land for the actual Town Center. In the village centers we need to look at not only what the businesses need, but also what the citizens need. We need benches, wider sidewalks, parking, pocket parks where people can meet, exercise and talk to be connected. Today's society can be very isolated. Selectman Rosenzweig asked Mr. Murray to share with the Board information about 40B developments in this town. On Main Street, the town approved 40B development; the town aggressively protected the center by negotiating a reduction in the number of units allowed and required some compliance with the Historic District. In Avalon behind Nagog, we allowed almost 400 units. Each development needs to be looked at individually dependent on the neighborhood it will be part of. Keeping the character of Acton they are differing entities, commercial and residential. In terms of planning what regional planning do you think would be positive and what is negative? Regional planning is very important. The borders between commercial and residential are very fine in some instances. Planning helps set up what is important to both parties. Local politics are good politics; what is happening in the neighborhoods. He is currently meeting with neighboring Town Managers such as Concord concerning Avalon and other issues of commonality. With growth, traffic becomes an issue, and our infrastructure is still that of a small town. What could you do to make the Town safer for pedestrians and motorist? Sidewalks are very important; solutions to ease congestion such as widening sidewalks affect character. But there is no single solution. In one spot you ease traffic and in another you end up congesting. Shuttles and walking to link neighborhoods to village centers and a new emphasis to pedestrian safe ways would help. She asked how you would make our town business friendly. He would research what their needs are; not to accommodate all but understand what their needs are and accommodate as much as you can. She asked how you see the role of public access cable television. Definitely for meetings and I would like to use it to a greater extent for communication and information, the staff should consider using it as a new tool to interact with the citizens.

Selectman Magee The community is interested in Acton being a "green" environment. What experience do you have and what changes as manager would you incorporate into the Town. Mr. Murray stated we have been fairly poor at this mostly due to lack of funds, which is shortsighted. The new fleet needs to be hybrid, a trend which will continue as cars are replaced. At the new proposed fire station every effort and consideration is being made to accommodate a green building. It doesn't mean we will get all the certifications, but we will implement many of the measures that will reach towards that goal. I recently held a staff meeting strictly to address what can be done in each department to make town hall "green". Small suggestions came in, but they all add up. Preventative building maintenance, reinvesting in the municipal properties that we currently own, such as heating control units would be a good investment. Everything doesn't need to be new for energy efficiency. Mr. Murray stated that there are meaningful ways for Acton to have a "green" environment such as a bike force of police officers at appropriate times and

places, information session for citizens and being an aggregator for energy supplies to municipal buildings as well as with the citizens. Selectman Magee asked what Mr. Murray's ideas are on land protection and what skills you could bring to such a complex land purchase in Acton. There are financial skills he can add, but he has begun to look into conservation easements, where a third party buys the easement and the land owner does not give up the land, and the land stays restricted. The chapter lands for recreation and agriculture are rentals; it would be better to have permanent restrictions. The Town has a significant role to play as citizens could be encouraged to donate land. Selectman Magee asked how the Town Manager as the oversight to Committees, and Staff would see his interaction if particular committee or staff members were not carrying out the policies of the Board. Mr. Murray stated it is a difficult challenge of the position. As he sees it the Board is the chief policy maker; they set policy. If another Board has differing ideas there should be board to board interaction, it is difficult for staff members to be involved if there are differences between a Board member and a Committee member. Communication has to be flowing both ways. Communication has to be set forth on an ongoing process. Staff needs to realize that they work for the Board, not separate board members or committees. The Wetland Protection restrictions in Acton are more stringent than state or federal regulations. Do you believe having local regulations be more stringent is helpful, or does it create additional burden. Selectman Magee asked how you feel about this as a Town Manager. It is where we live, our community, and we should feel comfortable with the restrictions. As far as protection of our community, we can be as restrictive as we want to be through zoning to protect our town character. I really feel we need to come up with planned overlay districts. The Community Preservation Act is positive funding for our town with 100% match, doubling our available resources. It has enabled us to more affordable housing and historic preservation such as the Town Hall slate roof. The more difficult part is melding town priorities with the priorities of the CPC. It is also difficult on the budget priority list why a lower priority numbered item gets funded because of the matched funds. As far as solid waste and recycle facility, we have to do more. We can do more, as a community and add different levels recycling services. Reducing packaging must be a state-wide effort. Mr. Murray believes that the solution does not lie in recycling; rather it lies in trash reduction through packaging regulations.

Selectwoman Knibbe asked how Mr. Murray would define the role of Town Manager as it relates to the Board? Can you tell us of a time when those roles were in conflict and how you resolved the issue. Mr. Murray stated that at times a citizen will come in as if the Town Manager is a policy maker, they seek to be addressed and then get frustrated; education of the public would help as the job requires carrying out the policy of the Selectmen. Communication helps in all instances, keeping the lines open to the Board and to Staff. She asked how he has acted when he has disagreed with Board. The Town manager has access to the Board and it allows him input. Mr. Murray stated he does not form an opinion on the policy the Board sets. He will give them the background and detailed information available to him and then implement the Boards policies; he is not the decision maker. It is his job to counsel the Board on the pro and cons and possible legal restrictions. At the end it is his job to just carry out the Board's decisions. She asked how as assistant Town Manager he has collaborated among various groups to make a project move forward. Selectwoman Knibbe asked how he sees himself as a working with all town departments. In a managerial and operational way collaboration is used every day. Mr. Murray stated a good example of the collaboration of town departments

was the recent work the various managers, department heads and neighboring Town Managers accomplished during the Laramie project. Collaboration includes the citizens as they are the stakeholders. Collaboration includes Committees as in the newly appointed Human Resource Committee appointed to select from the final three candidates a recommendation to the Town Manager for that position. The open door to the Manager's office makes the office now more accessible to the Board, citizens and the staff. The recent recreation incident with the Buffalo Bills game, the Manager had to take collaborative action with department heads, the ticket agency and the customers to bring the event to a successful close, which included a refund policy change. She asked how Mr. Murray would act or has acted when the Town or staff has faced a threat. He stated he has great faith in the Police and Fire Chief and acts on their recommendations. Never the less it is important to stay involved and be sure the communication is flowing and decisions are carried out as anticipated. Understand issues and debrief afterwards. Selectman Knibbe asked looking at technology what mechanisms exist in town for citizens to interact with in Town Government. He stated we are end users and we use technology for communications. What are the citizen's needs and what outreach can we provide. Having more staff to access and use the government channel would really help. We could do more to collaborate with schools. They have the staff with students who are well educated and enjoy running the studio. Our department heads could make good use of the studio to pass along information to citizens. A call in show for citizens either manned by the manager or the Board would be an excellent promotion of Town Government. She asked what is being done to engage the underrepresented folks in town affairs. Having lived in the culturally diverse state of Hawaii helped me to understand feelings of those less represented. Currently the Acton Boxborough Cultural Committee is very active and has encouraged participation in Brazil Day and Chinese programs; but to have these citizens feel a part of the community is key. The town Manager has to find time and attend some of those functions. Acton is multicultural and reaching all of these folks is the key to having people feel that they are part of the town. Additionally, he added that there are a range of low income folks who need an out reach program.

Selectman Berrry asked the candidate how he will bring a new energy to town as Town Manager. Mr. Murray stated that internally he would like to implement fair evaluations; he would instate performance reviews, and set goals of the board with in each department. He would like to invest in municipal buildings and roads as noticed in the brick crosswalk and cobblestones in the Historic Center. Any traffic calming pays off in the center. I feel strongly that investing in our municipal buildings is money well spent. How can we expect the neighborhood to invest in their homes if we don't invest in our buildings? The West Acton librarian stated she wants to be involved in the traffic studies. Mr. Murray stated that it is the kind of collaboration that we look for as she probably has good ideas; even if she is not an expert, we should include not exclude such interested parties. The Master plan should start early with the citizens input so that we have engagement. It will, once the project is completed, lead our development for years. Selectman Berry asked about how labor relations and strategies will progress. Mr. Murray stated that as a manager he always approaches negotiations with fairness; we have restrictions and they have needs. He makes sure the negotiations are measured and equal. The town has never lost arbitration. We have been fair and if we go to arbitration we win. Name some specific changes where you have saved the town money. Mr. Murray noted the police contract that modified overtime. Selectman Berry asked what he intends to do to keep morale up with staff. Treating everyone fairly is a top priority and is

key, but not treating everyone the same. Problems differ and people have different needs. He would like to place new options of compensation before the employees, with a new leadership style morale will go up. Treating everyone fairly, but not everyone the same and the ability to listen is a big part of making staff feel empowered. Socialize with your staff. Don't be so isolated you loose touch of the issues they face in accomplishing their jobs.

Citizen Participation: Terra Friedrichs asked about Tax revenue from new developments; isn't it as Fincom reported way below what we anticipated and what is the net present value? Mr. Murray responded we live in part on new growth revenue. He added that the breakeven point was $475k about six or seven years ago. That figure could go down due to zoning changes or economic conditions. In this state impact fees are illegal and some properties will sell for less than cost of infrastructure improvements. Affordable housing will not make a profit for the town, it will add to infrastructure costs. On flip side how to pay? Deed restricted? Inexpensive housing is important and without deed restriction where do those people go when the economy raises rent beyond capabilities? Debra Simes asked about where and how to eliminate toxins in plastic bags, cleaning products, and fertilizer. We are doing all of these items bit by bit, the emphasis is at the state level. Take plastic out of the packaging stream at the beginning not just here in this town. We also need education as in anti-idling at the commuter lots. Brian Bendig asked how to restore the historic character of Acton. Mr. Murray stated that in the municipal buildings set historical overlay and design standards. Questioned why we need new developments when we are not making money, Mr. Murray responded people have the right to develop the land under zoning. If we want to change zoning we can. We need to consider what needs to be done to make ours a diverse community. He stated to Brian that interacting with Boards and committees in respect to policy is vitally important especially in budgetary planning. Terra Friedrichs asked outside of the sewers, which betterments pay for the super-sizing of the facility, and what are the other major items that need to be funded? The town will pay $1.3M for details and paving voted on at town meeting it and it is in the by laws. The supersizing is about $1.2M. The cost will be paid by expansion. We need to figure these details out. Our problem is still undersized and undercompensated departments and coverage of towns and boards is not sufficient and will hurt us. Brian Bendig asked what would be your attitude in working with Boards outside of the Selectmen and ALG in respect to matters of policy. The Temporary Town Manager stated that it is dependent on staff; we do publish the Board of Selectmen Agenda every Friday, we do a staff meeting and have committees communicate through Department Heads. Every committee has a Selectman liaison member. We need to redefine services. Walter Foster noted that the Town and School relationship is very valuable and asked can you address that relationship. Mr. Murray replied that the relationship is seen as competition for dollars. The relationship is actually very collaborative and both want to do things correctly. We both have extremely high priorities and intentions. I have kids in school. The schools funding is extremely important to me and they are a very effective organization. Charlie Kadlac asked what do you mean by saying that you are at the breaking point with staff and can't start new projects? That was not part of what you said previously. I have been clear with Board about how stretched we are and the need for a new compensation plan for the staff. The other option is we change our service level and start to add things such as regionalization. Terra came back to state the break even point is crucial in issuing building permits. Permits are based on correct zoning; they are not for sale we are

not in the business of making deals. Dick O'Brien stood up to acknowledge what you have given to the town and how much we appreciate the job and success of your efforts. As COO of the town how do you see your role as advising the Board so that we continue to progress as a community. It is important that they are informed and I work through them. I bring ideas and put things on the table and I try to do it in a constructive manner. You give the Board the tools and implement their ideas once they have prioritized them. Sometimes that means staff has to reprioritize their goals to achieve the Selectmen's vetted programs.

Final Questions
Selectman Magee on environmental issues, are they to the point that they are like a speeding car and need to be "ticketed", do you believe the danger is that real? Yes!
Selectman Berry – ACHC - can you talk a little about that as an accomplishment; your role in rewriting the legislation. Mr. Murray fully supports and advises for the programs. We do all we can and much is mandated under the scope of the law. Nancy Tavernier actually does the legwork.

CLOSING - Candidate John Murray stated the reasons to choose him to be the Town Manager. He is a manager; he places value on being a leader and mentor within the municipal government. Most importantly he values government in Acton. He feels ownership in the decisions he makes for "his" town. He is here to help residents and businesses succeed, not to be a barrier. He feels strongly about having the environment of our town be "green". He strongly supports coalition with the Board, Staff, residents, churches, community groups and businesses to maintain our citizen's idea of character in the Town of Acton.

11:30 INTERVIEW OF CANDIDATE STEPHEN DELANEY
In his opening statement Mr. Delaney thanked the Board for the opportunity to come before them to interview as a candidate for the position of Town Mange. He feels he offers 3 traits for the position that make him suited to the job. 1) Experience 2) the skill set necessary for the job and 3) the personality that makes him a good fit for the Acton Community.
Chairman Hunter led off with questions, asking what is the most important trait for a Town Manager. Mr. Delaney answered communication and transparency. He would meet every month or so with the Board and just have a working session so that it was clear to everyone where they were and what the goals are. Understanding and trust were built so that people would not just guess and do something erroneously. The Chairman asked what methods were employed to set your budgets. In Georgetown the Finance Committee drives the process much more than the Board. But both Boards along with the School Committee got together in a tri-meeting to develop plans and break down the barriers. They try to set a target that they can work at together. He is also Acting Finance Director as Town Administrator, so his office pulls it all together. It will take from this coming week when he meets with staff until May when they hold Town Meeting. What method of having a cooperative effort between the town and the schools would you encourage in planning out the division of revenues. One of the biggest things is to make the school committee budget understandable, take the mystery out of it and then you can reach common goals. Chairman Hunter asked how you would acquire major non-restricted land purchases for municipal use. Mr. Delaney stated that as part of the master planning process you develop a plan that maintains the character of the town. What Senior citizens programs and expanded outreach for seniors have you

initiated or contributed to. He has a Senior Citizen program, they have expanded the senior's tax exposure, they have expanded programs and they are looking for a regional senior center. They regionalized and used that concept with a library a few years ago and that was successful. Senior programs are a challenge; it does not compete as well for dollars in the budget process. If Acton acquires additional Senior Citizen space what programs would you think are important? Mr. Delaney stated you need to go beyond just services; you have to integrate and incorporate cross-use of the space such as shopping, computer center, library, thrift shop, and a function hall. What staff mentoring efforts do you carry out for training? I do a yearly evaluation and goal setting exercise and set training exercises on weak areas. I try to give the reigns to the employees and have direct contact with staff trying not to micro-manage. He does not like surprises and his staff does try to give a heads up if there are issues in town. The Chair asked about his evaluation in his community. His evaluation is done by the Selectmen on a yearly basis. Have you looked at regional delivery of services? Part of my job is to look at everything all alternatives that give the Board the detailed information they need to make decisions. Most of the services they considered are capital expenses; they looked at Fire, Dispatch and Internet Services. They found that the unions wanted in and they were the winners; therefore it showed very little savings for the towns. No one size fits all; some make sense on a cost basis and some on a political basis. If you have visited Acton's web page what other services could Acton provide on the internet. The web site is pretty good. They used an outside service to help them get up and going in Georgetown. But it is how we do business so he would like to see the permit process on the computer. He can pay school user fees on line in his town but would like to do better outreach as people still like coming into town hall to pay. Would you move your residence to Acton if you become chosen for the Town Manager position? He would definitely be flexible and consider it.

Selectwoman Rosenzweig. In the course of your career who is a person that you admire and why. In Danvers a Bob Curtis was the Town Manager and from him he learned a lot about details in getting through a task. What steps would you take to retain an experienced staff? Stay competitive with communities surrounding you, training, and offering opportunities to expand role within the town. Have opportunities to show appreciation to staff. In a potential hire what qualities would you look for and why? He does not do the hiring himself. He has a review committee made up from inside people as well as outside people. He belongs to International Cities Managers Association and he goes by their guidelines which state that you must select the best qualified candidate. She asked what steps you could endorse to make a traditional Town Center a reality. Functions in town buildings and the library are excellent ways to have people make the center. It might not be commercial, but it will make the New England concept of a town center. What is your feeling on 40B developments in your town and how would you incorporate that in Acton. He believes in local management. He bristles at the state telling him how to build in his town. In his town they had a large group of units built in a separated part of town with no transportation and no business or shopping. This adds directly to public service and to cost. It did create great angst. Now they are over their 10% and they don't have to add any more. But they do need to be sure that they maintain the 10%. What are the pro and cons of regionalizing services, such as utilities, sewers, trash, etc? His town is part of the Merrimack Regional Planning Commission. They are helped with items such as photometry and the storm water management. It has been a big plus and people like them. The idea has to be sold on its own; in the rest of the country it is the norm. Because of growth

traffic is one of the biggest problems, what ideas do you have to combat this growing out of control. They used a pedestrian and bike path Master Plan as part of the Master Plan for the community. Reduce motorized trips, educate as to the alternatives, and make it easier for the alternatives to be used. They went out and solicited people to make donations for sidewalks and the college helped. Traffic calming efforts and enforcement help in ensuring a culture of walking and biking. Selectwoman Rosenzweig asked what measures he used to make his town business friendly. Business alliances, zoning and sewers all help in making an area business friendly. They have a Downtown Alliance that looks at smart growth and the Board is very pro-active in looking at commercial development. It has initial limited tax advantage, but it does help with community and having people want to go to an area repeatedly and then you have your advantage. Describe how public access TV is used in your town and how it could be used in Acton. Comcast and Verizon are both used in our town and the school has the high school kids run a studio. The police and moderator run an informational show. It is growing.
Selectman Magee – In the interest of Green concepts what ideas for introducing green into municipal operations such as building design, recycling and energy efficiencies? Mr. Delaney has not done any yet but is talking about it in new building ideas for a possible new High School. A lot was done in terms of building maintenance in his job in Danvers. Currently he just organized an Energy Committee and they have begun by doing energy audits. Selectman Magee asked if there exists opportunities for a green culture to exist in a town the size of Acton. He replied that you should be able to make changes. In Danvers he had oversight for solid waste functions, so he understands that. Selectmen Magee asked as a Town Administrator have you been involved in land protection efforts and what efforts could you bring to Acton. The Conservation Commission spear heads the open space piece and does have a healthy debate in his town. In long terms what does the space offer and can the town afford it. They have used CPC funds for some of the larger purchases. When a committee or staff member is at odds with a policy that the Selectmen have issued, what would be your role as a Town Manager? He would try to find a balance by starting with a discussion. What was the motivation and are they operating with in guidelines and is there guidance the Board can give. If all affirmative ultimately the Board is where the accountable level is, that is who is responsible if there is a lawsuit, and does that committee or staff person understand that. Your town has Wetland Protection regulations that are more stringent than the state requires. Do you believe that having more stringent local regulations than the state is effective in maintaining the character and quality of the town. Mixed feelings; both sides have merit. He feels error on side of protection, that you can change, but once developed you can't protect that land. Your town has adopted a Community Preservation Act what are the pro and cons. Mr. Delaney says in the community they ask where does the money go. Some just want open space and others care about buildings. But it is supported even though it gets mixed feelings on where the efforts should be. Selectman Magee asked about his experience with the closure or use of sewer/dump. In Danvers he was in charge of a closure plan had a cap plan with fly ash and he actually wrote a paper on it for the National Solid Waste Management Committee. The other part of the closure is they opened a transfer station. The scale was operated by Town employees, but the transfer function was managed outside. In Georgetown there is no municipal cost for collection or disposal; it is all done by outside contractors. In terms of the environmental protection and idling laws, do you think we have reached the level where it is as dangerous as a speeding car. I would prefer to see environmental

protection and recycling enforced with education and incentives, not fines. For example, the idea of a pay per bag would make people think before they throw what they have to pay for.

Selectwoman Knibbe - asked how he sees the role of Town Manager and how it relates to the Board. He sees himself as the chief staff person to present the Board with the best information with guidance to cost and opinions. But the Board has a sense of the political issues and long term goals. So the Board has to decide the policy direction and goals. Describe a situation where you needed to collaborate with others in town that are not directly under your control as a manager. Mr. Delaney gave an example of a house he recently had to take by tax title due to abandonment. It is under the Town control, but those responsible do not all report to him. He needed to collaborate with several departments such as police, light department, water department, fire department and public safety on health issues. They don't all directly report to him, but were there to help get the job done and determine if the building is a risk. Collaboration is about building the trust. She asked about the relationship between town and school. The School department is fully contained in the town and the relationship has been up and down during the years. There are people on all sides of the question and depending on where you sit the budget is too big or too small. This year they are having a tri-board meeting with the Board, the Finance Committee and the School Committee. It is dependent on the leadership of all three boards. And starting this process he feels is positive. Everyone has been involved and has to take ownership. Can you describe a long term objective in your town and how did you build support. He wanted to get the finances in order and now Finance Committee finally is 100% behind him in the objectives. Those goals consisted mainly of getting some deferred maintenance done through bonds, cash reserves, stabilization funds and reinstating our Capital Improvement Committee. Communication with the Downtown Alliance is also a long term process we are currently building support for. Could you tell us of a threat your town faced and how did you respond. They have established a Command Center in the police station. It reacts to any crisis, weather, health, or terrorist. It is amazing how much they have used the Center. How do you encourage citizen participation? Mr. Delaney replies he gives people any information they request. That way if there is a discussion you are dealing with facts. She asked Mr. Delaney what his policies were regarding email and in particular in house use of email. He needs to remind the Board not to engage in deliberations over email. He thinks it prevents picking up the phone to speak in person to each other. He tries to remind staff to think before sending and copy him on correspondence. They have no written policy. He was asked about the class he is teaching; what is the load. He is out one night a week and would stop if it were necessary, but does not see that happening. It has not been a problem.

Selectman Berry. Labor relations are important as 70% of a budget is your people. What is your experience and strategies in those types of negotiations. He is Human Resources in his town and it is his job to do everything from recruiting to the offer to the finish. He is mostly in a unionized environment and his philosophy is an open door policy to try and talk and work it out first. Many times the issues are real have merit and need to be solved. He has written arbitration agreements. How many employees do you oversee? Mr. Delaney replied less than 100. Can you tell us about any long term negotiations that have saved the town money? He has saved on the collective bargaining agreement the overtime clause and that has saved considerable monies for the town. You have spoken about providing job satisfaction and enjoyment can you explain that a little. It can be a simple thing like some one

doesn't understand something so you offer a training course or a health test program that is being offered currently. Anything that makes people feel good about coming to work. In streamlining staff support to boards he uses groups to narrow the processes and try to make them quicker and easier. Selectman Berry asked about his bonding land purchases. He used state self help grants and matches CPC funds. He does not do the negotiations. They are done through CPC and Conservation. How do you feel about taking over for someone that has been manager for such a long time? Mr. Delaney equates it to when new Selectmen are elected. It is a change and he adjusts to new personalities and the different ways they accomplish goals. He would like staff to know his expectations and he listens carefully.

Citizen Participation – Terra Friedrichs started asking do you consider yourself city or country. He enjoys country more than city and would not live in Boston. Have you traveled extensively outside of the United States? No. Brian Bendig asked what experience he has had with Historic Preservation. He served in operations and maintenance at Philips Academy. "New" is not evil, but you need to be sensitive to character and surroundings when you implement new. He is a history buff and likes old buildings. Is Georgetown a 40C town? No we do not have a Historic District. Georgetown has a Historic Commission and is developing a Historic Preservation plan to restore a landscape Preservation Plan for a Historic Cemetery and Historic Park. Failure to preserve changes the property for ever. A citizen asked, where in a Town's functioning you see opportunity to reduce toxic substances from the environment in such items as idling, plastic bags and pesticides. Yes, all politics are local and it is important to recycle and protect environment. What is the role of municipal government in enforcing clean-up? The municipality cannot do it alone they need to partnership with the state and others. She further asked what if federal and state agencies don't protect. He replied he has no problem speaking up. Terra Friedrichs asked him to name 5 things he likes about Acton.

1. Sense of New England feel to it, it feels good to come here.
2. It poses challenges as Town Manager; an example would be keeping the balance of growth between commercial and residential.

End game professionally and what role does Acton play. No end just do the best I can everyday. Dick O'Brien, what is your feeling on advising the board. My role is as a professional administrator is to give you the best tools to make policy. The Board is the chief elected representative and it is the Board's relationship to the people that is important.

A citizen asked what appropriate meeting posting. 48 hours, ideally try to televise as well as possible and post meeting agendas on the website. Terra Friedrichs asked what you do to encourage business in your town. We don't go for big box stores, but go for low impact business in our sites. Personally I do meet with engineers and developers in terms of what is acceptable. I don't recruit. Net present value, can you define. Not used as much as it could be, should come in more in engaging properties. Can you tell us how you have dealt with a threat to the town character? The big box store was one and explaining to the selectmen what the threat would be. Another dealt with a possible misplaced cell tower. What would you do to recruit appropriate fresh members for volunteer boards, as some boards have members for 10 years? Continuity is valuable, but we find use of the web site helpful. Are you comfortable with staff giving out information with out direct oversight. The ground rule is if you are giving something out let me know. Does Georgetown need new tax revenue from developments or is it healthy on its own?

No, we need new revenue whether it is from the state or taxes. Just to maintain current level we need more revenue.
How do you determine what is good revenue. That is good discussion for each community.

FINAL QUESTIONS

Selectman Berry – Regarding your comments on 40B and filling the state required 10% level, without incentive how would you fill the need and state mandate. Developers are required to provide an affordable unit as part of each development, it needs a little work in that sometimes they locate the affordable unit in a very undesirable place.

Selectwoman Knibbe - Could you explain the workings of a complicated financial piece of information to the Board? Urban Finance, a course he taught on how to present your budget in a way that is understandable. You need to structure budgets on several layers; pages for CPA, a budget summary upfront on the high points and changes, a simple pie chart, intricate graphs, and a mission statement for that budget. You can then pick what you can digest. He did that with his approach to the library building and bidding process.

Selectman Magee – What experience do you have with land use issues regarding hazardous material and liability on municipal level? His are mostly around land fill issues and monitoring the leaching in closed ones. He does have a junk yard in Georgetown that has been dealt with by Conservation Commission.

Selectwoman Rosenzweig - What role does town hall play in making Citizens feel welcome? What could be implemented to promote citizens in particular foreign citizens becoming knowledgeable about policies and procedures of town government and municipal services? Very simple packet to citizens delivered to house or on web, fairly low in cost and work at delivery through realtors so the first communication is not a tax bill.

Chairman Hunter – Tell us what your experience is in bringing forward items for town meeting. It is pretty consistent, budgets start in November getting people to understand what the issues are. Is current board aware you are looking? Yes, 60 day release and I would ask for 30 days. He has a three person board. Is that an issue? No very rarely split we are about to go to five. It generates better discussion and allows for sub-committees.

In closing, thank you very much. I am thrilled to talk with you.

I. SELECTMEN'S BUSINESS

No Additional Business is expected to be discussed at this Time

1. OTHER BUSINESS

No Additional Business is expected to be discussed at this time

II. CONSENT AGENDA

2. NO ITEMS ON THE CONSENT AGENDA AT THIS TIME

III. TOWN MANAGER'S REPORT

No report at this time

IV. EXECUTIVE SESSION

There will not be a need for Executive Session.

ADDITIONAL INFORMATION

NONE

FUTURE AGENDAS

To facilitate scheduling for interested parties, the following items are scheduled for discussion on future agendas. This is not a complete agenda.

November 14, Town Manager Interview
November 15, Town Manager Interview
November 19
December 3 – Special Use Permit, Rink Development, LLC, 10B Craig Road (HUNTER)
December 17 -

MINUTES PENDING VOTES

September 29, Special Meeting, October 9, Regular and Executive Session, October 11, 2007 Special Meeting, October 22, Regular and Executive Session

PENDING COMMITTEE APPOINTMENTS

Mike Fisher, TAC (still with VCC), Reshma G. Singh, ABCC to fill the unexpired term of Elaine Sisler who recently resigned. Barbara Estabrook, ABCC, Sumar Adiseshu, ABCC. *(Ms. Estabrook and Ms. Adieshu's applications are at VCC for Interview and recommendation). Ryan Bettez, Associate Member of the Planning Board*

Recording Secretary

Andrew D. Magee, Clerk

17 Dec 2007
Date

BOARD OF SELECTMEN & SEWER COMMISSIONERS' MEETING AGENDA

Faulkner Room, Town Hall
November 10, 2007
8:30 AM

I. CITIZENS' CONCERNS

II. PUBLIC HEARINGS AND APPOINTMENTS

1. **8:30 DISCUSSSION AND DISPERSION OF QUESTIONS FOR CANDIDATES**
   No materials enclosed.

2. **8:45 DISCUSSION OF HOW TO MOVE FORWARD AND CONDUCT BACKROUND CHECKS OF CANDIDATES FOR THE POSITION OF TOWN MANAGER**
   No materials enclosed.

3. **9:00 INTERVIEW OF CANDIDATE JOHN MURRAY**
   Enclosed please find materials in the subject regard, for Board consideration.

4. **11:30 INTERVIEW OF CANDIDATE STEPHEN DELANEY**
   Enclosed please find materials in the subject regard, for Board consideration.

III. SELECTMEN'S BUSINESS

No Additional Business is expected to be discussed at this Time

5. **OTHER BUSINESS**
   No Additional Business is expected to be discussed at this time

IV. CONSENT AGENDA

6. **NO ITEMS ON THE CONSENT AGENDA AT THIS TIME**

V. TOWN MANAGER'S REPORT

No report at this time

VI. EXECUTIVE SESSION

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ADDITIONAL INFORMATION

Enclosed please find additional correspondence that is strictly informational and requires no Board action.

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