**MINUTES
SELECT BOARD
SPECIAL SESSION
VIRTUAL ZOOM MEETING
Wednesday, January 27th, 2021
6:00 P.M.**

**Members present:** Robert W. Bishop Jr., Chair
 Joseph A. Diver, Vice Chair
 John F. Boyle
 Daniel Esko
 Marc E. Strout

**Also present:** Sandra Albano, Interim Town Manager
 Dalton Community Television cameraman
 David Flaherty

**Absent/ excused members:**

**Call to Order:** Chair Bishop called the meeting to order at 6:00 p.m.

**Pledge of Allegiance** – Led by M.Strout

**Intro.**  “Pursuant to Governor Baker’s March 12th, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §20 and the Governor’s March 15th, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Select Board will be conducted via remote participation. For this meeting, members of the public who wish to watch the open session portion of the meeting may do so by viewing on Dalton Community Television on one of the three channels: 1301, 1302 or 1303. No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the open session portion of the proceedings in real-time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town’s website an audio or video recording, transcript, or other comprehensive record of proceedings as soon as possible after the meeting.”

 **Town Manager Interview with David Flaherty:**

* **Introductions**
Dave Flaherty thanks everyone for all of their effort in screening a new Manager. “I have sat in on many of your meetings and become familiar with the team and personalities on this Board. I sent many links to articles that I’ve written in the paper and some videos, etc. to help try to get a better feel for me since that’s hard to do in a one hour meeting. This is my 6th term in government, so 12 years as a City Council in Westfield. I’ve been self-employed for about 25 years. Many of my customers over that time have been Government agencies that I’ve provided references for. I’m very active in the community. I have two kids – a 24 year old whom works in Boston and a junior at UMass whom ran for State Rep. election and lost but was hired for Legislative Aid. I’ve been active as a volunteer for many organizations, mostly for Boy Scout type things. I enjoy playing racquetball, pickle ball, backpacking, skiing, golf, etc.”
* Question 1. What attracted you to the position of Dalton Town Manager?
🡪 “A couple of things. This is the only position I’ve applied for. I’m not looking for just any job - I specifically targeted Dalton. I’m looking for a 10 year time frame. I’ve been many times on the Appalachian Trail, played baseball, come through Town for clients; the Town has always been impressive to me: well maintained, simple things like flowers and lights make a big difference to see that somebody cares enough to plant and decorate; it’s welcoming. Recreational facilities are in great shape, the neighborhoods are nice, people are nice; the character and culture in the Town is attractive to me. As for targeting Dalton, I’m looking for an executive job in city government. The mayor in Connecticut is an elected position, I’ve been asked many times to run but couldn’t see running for a two year term and then not getting re-elected and have to go through the hassle every two years. I figured I’d wait to move on from my private business before getting in that role. So when I did that I looked around at the cities and towns in Western Mass that I thought were appropriate based on size, 5-10K people 6-16K people, and decent budgets. I was watching when Ken resigned on short notice and I thought this would be a good opportunity. But I haven’t shot gunned resumes out there; I’m looking for the right fit for me and the right fit for you. And if this doesn’t work out I’ll target another Town. But I’m not shooting out resumes waiting for a job offer; I have plenty of things to do. I think this is a great fit or else I wouldn’t have wasted all of this time, as you know I’ve been talking to your people since about August. I’ve done a ton of research, sat in your meetings, and have piles of paperwork that I think will help me get up and running quickly.”
* Question 2. What qualities and experiences do you have that would convince us that you would be successful as a Dalton Town Manager?
🡪 “I looked at your job description and a lot of what you’re trying to do - I think I am the right culmination of the government side, business side, economic development, and technology which all seem to be things you’re looking for in a Town Manager. I spend a ton of time communicating with citizens, boards, elected people, etc. I’m a long-term thinker and planner, I don’t take things half-hearted, I go all in. I think about things for quite a while before I do them, not slow, but thorough and meticulous. Very confident I can do this job for you, if I weren’t I wouldn’t be wasting each other’s time. I’ve watched your meetings enough to know there are things I can help you with that would save time or help steer conversation. I like your role that the Select Board has with the Town Manager compared to other places. It seems like you have a collaborative relationship of an Executive and Executive Board, rather than a team of dictators telling the Manager what to do all day which is some towns creates a problem. It seemed that Mr. Walto had a collaborative relationship with you, and then you guys were the approving body and you worked together to solve problems vs. 5 different individuals telling him what to do in different ways. I’m happy to see you don’t have that problem here. I understand the role that you’re looking for; I’ve been in your position in hiring people and other aspects. I’m somebody who is always looking for improvements. I read 6-10 books per month. I’m always doing things to improve my skills in a variety of ways and I believe we should be doing the same for employees and our service to the citizens. There’s always room for improvement. I’m creative in ways that I think you’re going to need. I’ve listened to John – and I think we’re going to get along great; John has talked about the role of the Town Manager as it relates to the school, the water and sewers, etc. compared to other cities/ towns. I think he’s right technically but I think there’s room for improvement in relationship to those bodies – the school is more than half of your budget right now and the Manager has to do what he can to influence that budget. I’ve been thinking about ways to help with that process. In Westfield I’m very active at budget time and long term thinking – the schools don’t always appreciate my input but it’s what’s best for the community and our finances. For example, in Westfield in my 11 years on Council we’ve lost 950 kids in the population of students – we’ve closed two schools and laid off 100 staff; but our budget is up 10 million dollars. You would think from hearing those stats that the budget should be closer to going down but in reality it’s up. I’ve reduced costs while delivering great services. One school that closed was at the college: we have Westfield State University in town and we were renting a school there for many years; we had a long term contract that was our option to renew and the School Board decided not to renew it strategically to force the Town into approving the building of a brand new school, they wanted to consolidate. It turned out that the Town of Russell, 12 minutes away from us, had a brand new remodeled school and they owed a fortune on it but it was sitting there idle. So even though I wasn’t on the School Committee, I took it upon myself to go up there representing the City of Westfield and the City Council to request that our towns enter in an agreement together. It worked out great, the timing was perfect. Some people weren’t happy because they needed to take a bus out of Town to go to school, but Russell leasing that idle school to Westfield did save us. It just took a little creative thinking outside the box; and I think I can do things like that for you. In regards to OPEB on the school side you have some exposure there, and I think you need to look at your agreement with the other communities in the school district to make sure you’re not paying for someone else’s OPEB obligation. These towns went many years without paying for their long-term health care, now the bill is coming and you don’t want to be stuck with an unfair burden.”
* Question 3. Describe your experience managing Town budgets, capital projects, and include stories about project bidding.
🡪 “With City Council, management is done by the Mayor and the City Council approves the budget or denies the appropriations. In my case, I’ve been Chair of long-range finance for 8 years; we look at the longer range capital plans and bonding requests. I was on the Finance team the first five years that I was on City Council. I know the budget inside and out; I typically prepare a five year budget, the City prepares a one year budget; this allows us to prepare for the future and think about things before they happen. In my private business I’ve managed significant projects in the utility business industry, the Registry of Motor Vehicles, Mass Turnpike, water and sewer around town, and lots of other government agencies. I’m familiar with all of the purchasing and contracting requirements of the State. Dalton just went through your tax setting meeting in December, and we were about a week ahead, that process is called a recap and the finance team in the city has to prepare a recap that gets approved by the State – well the draft submitted to them was off by 5.1 million dollars which I found and reached out to the right people. We had to spend over 4 million more to have a zero tax increase; we were in a position where we were very conservative last year at budget time and then the State came through with more State Aid than expected as we made cuts. Our local receipts were also estimated conservatively so we got extra money with those. We had 5.1 off, gave the Mayor several options to think about, and we wound up choosing to stick 4.3 million dollars into our stabilization account – giving us a zero tax increase. Like many cities there’s a Purchasing Agent, Auditors, etc. that manage the whole process.”
* Question 4. What is your experience in developing and executing the Master Plan? And how do you coordinate the resources of?
🡪 “In our case the Master Plan is controlled by the Planning Board. I’ve looked at your Master Plan and believe it’s good; Westfield’s isn’t as updated as well as is older. Yet I understand the process and have done plenty of long-term plans for my businesses and other State agencies. When considering time and resources, you can’t very well do all of those items at once so I think the Town Manager, Select Board, and Planning Board need to work together to determine the priorities and put together the right teams to implement things. As for coordinating resources in the design of, I think right now that lies with the Planning Board.”
* Question 5. Please describe your approach to working with local, State and Federal agencies to augment Town resources required to achieve goals. (Aka your grant strategy.)
🡪 “I have a great track record of working with local and federal groups; I have experience with relationship building. In our case, Karen Polito is one of the most important people for small towns in Massachusetts, Deb Baronski who’s in Western Mass development office, I’ve worked with chambers, communities, House and Senate of whom I know people in these various roles. You have to be able to pick up the phone and get things done. Everyone wants money for free/ to get these grants and there’s a process, a timeline for many of them some of which take months to prepare.”
J.Diver- “Have you applied for grants on behalf of the Town or within your business for any non-profits you worked for?”
D.Flaherty- “Oh yes. I’ve been on all sides of grants. I’ve been a grant applicant, a grant provider, and a grant consultant writing the specifications to receive grants from other agencies. So sometimes my government agencies have hired me to write the grants that they then go out and apply for. In the case of Westfield non-profits, I do a lot of fundraising for groups like the ‘Westfield 350’. We had a 350th anniversary party, a yearlong event, and I was in charge of two large activities – a pancake breakfast for 4,000 people, and a geocaching event where things were hidden around town. It required getting donations from businesses around town, and buy-in to help fund these events; we gave free tickets to kids in school by raising money. I recruited about 90% of the money for those events and then managed the events.”
* Question 6. Describe your approach to managing staff and department heads. What practices have you put in place to assure accountability?
🡪 “The most important thing is having common vision of what the expectations/ priorities are. It needs to be a collaborative effort between the Town Manager and Select Board where everyone buys in and meets that goal. As far as managing on a day to day basis, I’m not a nitpicker, I’m likely to give assignments and responsibility and set expectations, follow up and offer to help/ when it’s necessary to make sure progress is being made. I think regularly scheduled meetings/ long term things are very important. You don’t see a General go to a Sergeant in the Army asking them to do something specific, you go through the chain of command and that helps keep everyone focused on what they are and make sure the right people are in the know. I think professional development is important in many ways – you can’t expect people to grow without offering them the chance they need to learn new skills. Things are changing all the time especially in technology, finance rules, and engineering. It’s important for the staff to have the right tools to do their job; I think it’s important to spend money on updating infrastructure – It’s necessary if you expect the people to do their job the right way. I don’t want to see a $65K person inefficient and unhappy every day they come to work because they don’t have a $2K computer and piece of software. In project planning, I’m very good at tracking, hitting deadlines and goals are important. For performance review, I think you need periodic activity and performance reports. I know the Town Manager here is responsible for that, but the department heads also have to be responsible for everyone that works beneath them. In the Town’s case, you seem to have pretty tight staff, so having some kind of redundancy and succession plan... for if one of your employees won the MegaBucks and decided to go away you want to make sure that’s not going to shut the Town down; so cross training is important. As far as discipline goes, you have an issue in one place; similar to Westfield (I couldn’t meet you last week because we were in executive session with the law for our matter). To learn as a personnel manager or leader, it’s important to have written policies that are followed consistently all the time.”
* Question 7. Describe your current role with labor relations and collective bargaining.
🡪 “As a City Councilor we approve/ deny labor contracts, we can try to influence things but the negotiation process is up to the executive branch. In our case typically we have outside legal assistance. I’ve looked at dozens and dozens of labor contracts over the years; I’m generally in the position where I’m questioning things before we approve them. The law requires us to know the expense of the contract before we approve it and I’m always asking for those contracts to be cost-ed out. Sometimes the negotiators don’t think about the cost of the contract, so over the years I’ve been extremely aggressive in making sure that the public is aware and the other council is aware of things before we agree to them. The City of Methuen had signed a new police contract and it floated in the community and was promoted as 022: 0% first year, 2% second year, 2% third. The city neglected to do the cost out however and figure out what it was; there were escalators built at every level in the contract so that the sergeants got more than the patrol officers and the lieutenants got more than the sergeants and the captains got more than lieutenants by massive factors. Estimated salary for captains was $432K/ year by the time this contract was worked out even though it was floated into the community and into the Council as a 022 contract. So it caused significant problems with their budget and it got investigated by the Office Inspector General who said the Mayor and the City Council violated State laws, failed to comply with municipal rules and breached their fiduciary responsibility to the City of Methuen; the process was deeply flawed and negotiated a proven contract and it demonstrated reckless disregard for their duty to the residents of Methuen to safeguard taxpayer funds. That’s all because they didn’t do their homework to investigate this contract before they signed it. Unfortunately that happens too often in Westfield as well. Many times it turns into a social pressure game or friends and family game to approve contracts and sell it attractively and it doesn’t do the citizens justice. In Westfield in 2019, we had about 15 contracts in one year, it was a 122 contract and I was opposed to it because of what it added up to. With that contract once you added in the other escalators such as shift premiums, years of service, steps, longevity, etc. the city was increasing 10 million dollars by the third year yet taxpayers wouldn’t know that because employees were out there saying ‘don’t we deserve 1%?’ In reality you have to turn that 122 into real dollars, and in our case that was 10 million dollar increase by the third year to the city budget. Before signing there’s much to consider in contracts, we have severance buy out- when someone leaves we have to pay them a lot of money, there’s very good health insurance in towns- retired teachers pay about 10% for their insurance for life, etc.”
J.Boyle- “You stated that you’re putting your private business behind you so you can take a municipal job, so you’ll no longer be owning and operating?”
D.Flaherty- “I need a plan of migration. I have had this business for a while; neither of my kids wants to be involved in it but I have a couple of employees one of them is likely to take it over. So if we get very far, that’s something I’ll want to talk about during contract negotiations. Your job description does allow for those kinds of things. I have a lifestyle business as I call it, which means I’m not aggressively trying to build the business, for the last couple of years I’ve been thinking about getting out of it. My kids are now older- I don’t have the same commitment level. So I would be in transition. Though I’m certainly not looking to do anything during working hours for Dalton- so if I have 40 hours a week for 4 days with you, that’s what I expect to do; and the way I have things set up now, that’s very doable.”
J.Diver- “Could you please discuss your experience leading that contract process?”
D.Flaherty- “In a city structure, City Council is not involved in the negotiation of the contract, the Mayor is responsible and then he proposes things to the Council to which we approve/ deny/ influence. There is no direct communication with the Union leadership. It’s very rare for even the Mayor to be involved at that level where it’s usually outsourced. Dalton’s unions may be coming with just a one page sheet of what they want, then you have a goal list and you work together at a solution. I haven’t read or seen anything to prove that there’s much contention. I have read every single labor contract and understand all the details, I’ve met particularly on the school system side with the Teacher’s Union Representatives outside the scope of my duties to make sure that they understand the City’s perspective and that I understand their perspective. You’re going to have a motion coming up soon relating to schools that is an early buy out incentive and it’s taking place across the State potentially. They’re looking to allow teachers to retire five years early and give an extra five year’s credit which would put enormous responsibility on the towns and create a wave of retirements and hiring into a system that’s already pretty fragile. For example, if all of a sudden you have to come up with five years of severance and health insurance for five years – you’re going to have higher costs.”
* Question 8. When you work for a town, residents are not only your customers but we also answer to them. What is your philosophy and approach to communicating to the Town residents? How do you respond to individual requests/ communicate with the broader public?
🡪 “I’ve sent you articles that show the communication capability I have that show I explain things clearly and honestly. I try to take complicated matters and explain them in a way that people can understand. I try to be extremely responsive. My outbound email from me as a City Councilor as of today is at 6,829 emails that I’ve responded to in my time. I communicate an awful lot. I’ve written dozens and dozens of articles for the newspaper, training videos, and seminars in Town that I’ve rented a gazebo and done presentations in about budget. I’ve done the same for Scouts in schools; you’d be surprised what third graders can understand about a city budget. I do Ward meetings, we have six Ward Councilors I’ve been invited in to explain the budget. I was elected at large; so I represent the entire City. I’ve built websites for all kinds of things. I do bulk email to people. I’ve done every door direct communication to citizens- which may be good to do going forward, every door direct costs about 19.1 cents or $600 postage cost to everybody in the Town. That’s a great way to get news out to everyone, as not everyone is on a computer, not everyone gets emails or reads the newspaper. I’ve formed a Taxpayers’ Association (non-profit group of concerned citizens) which allowed people to be more active in city government; I helped them get set up as a 501c4. I’ve done many things with communication.”
* Question 9. How do you communicate with Town elected officials and appointed committee volunteers?
 🡪 “This is different for every town, it seems Dalton wants their Town Manager to be the point person and the Select Board approves/ denies things. Depends on what the goals are. The Town Manager has more control over some boards and commissions than others; the elected boards and commissions have to agree on what the goals are, share information, share progress. I don’t think the Town Manager can tell the Finance Committee what to do. A graph of Dalton’s levy limit without exclusion shows the exact same thing I did in Westfield: $4 million was saved; you chose to give back to the citizens instead of hitting the levy ceiling. Your team has done some of the exact same things as Westfield which is what I’ve found very attractive.”
* Question 10. What core values do you rely on when facing difficult professional decisions on the job? Please provide an example or two.
🡪 “Trust and confidence. Be fair with people, honest, have good expectations. You have to communicate well. Demonstrate leadership in a fair way, be on the same team. All the things to do with Boy Scouts – that’s me. I try to live by those values in dealing with people and dealing with the community at large. A difficult decision is always termination, particularly in a small company because it’s impactful because you become very friendly with the people you work with that trust you for employment. You have to be compassionate when you do so. I’ve had some cases where you have to be flexible – such as substance abuse problems, you feel bad for them but you have to do what’s right for everyone else who is affected by that employee. There was an employee whom reported to me as a supervisor, he had a couple of DUI’s, he was given chances until the State pulled his license, yet he continued to drive company vehicles without telling the company. This was a gigantic liability so we let him go, then a couple of days later he committed suicide. So it’s always impactful when letting someone go. Another employee I had in my company had substance abuse issues and things started disappearing like money; so you have to follow the rules, get the lawyers involved, document things, review videos, etc. and eventually I had to get rid of him. He and his family were devastated, and I lost a great employee (when he wasn’t abusing). Another example is we have a polluted water problem in Westfield- an aquifer that’s underneath an Air Force base and it got polluted by PFAS/ firefighting foam and such coming down. We wanted to clean it, the city requested bonding for 15 million dollars to build a treatment plant; there was a lot of contention in town by people saying no matter how much you treat it it’s still going to be dirty water. The other side made up on scientists and water experts said this happens all over the country and filtering is the way to go. We got approval from the State/ EPA. But the vote came to my committee for the 15 million approval and we wouldn’t approve until all questions were answered and all was comfortable among the people; we came out with a negative recommendation – it failed at Council 7 to 6. I was the deciding vote, I voted no against this 15 million dollar bond. I made a motion to reconsider it and before that I spoke to the Mayor, the water department, the water commission, Tie and Bond, etc. and had a hearing to get thorough answers to satisfy the people. Then I determined that yes, we had the right solution in building a water treatment plant – and convinced two others. 15 million was a lot of money and a big issue, and I think me being calm and coordinating that made a huge difference.”
* Question 11. What mistakes have you made in the past and how did you overcome that challenge? Professional or personal.
🡪 “I wanted to be active in town so I got into council. I learned early on that you can’t trust everybody, and I’m a trusting person. But politics is a game to some people, they try to manipulate you and move things around as well as make promises they don’t keep. After getting burned a couple times from people I thought were honest, I’ve changed by tact to: trust but verify. I make sure to have a backup plan now because before I would go into meetings, I try to count votes in the hallway of who would be on my side, and they would shake my hand and lie right to my face then go in the meeting and vote a different way. Now I look for ulterior motives. In my private business, about 15 years ago I had a lot of eggs in one basket- a large set of contracts with one company of which was in the telecom space and when WorldCom went under it killed the industry. I was on pace at $110K/ month with this company in consulting fees for them and they ended up going bankrupt; I lost $180K of my own real money. It took years to straighten out; I had to lay off a bunch of people. Now I am much more diversified, I have a broader base and a smaller number of customers as I dwindle things down these past few years.”
* Question 12. What would your current colleagues say about your management style?
🡪 “I’m pretty calm. In terms of management, I want to make sure we all know what our goals are and our place so we can do our jobs the right way. I’m creative in the way I do things. I’m well prepared almost all of the time; I’ve spent many days researching Dalton before pursuing. I don’t micromanage, I don’t spy – I’m professional and respectful. I recognize and welcome outside perspective which can be valuable – similar to the collaboration that went into the Master Plan, many different peoples’ skills and assets went into it. Consistency, calmness and structure are all very important. I think that’s what they would say. I’ve been told I’m a calming force many times.”
J.Diver- “Raising awareness to our situation with the Green Committee; the new Town Manager will have to be involved with.”
D.Flaherty- “I think I can help with that. I don’t think you should disband the entire Committee in my opinion, there’s some great talent and value there.”
* Question 13. What questions do you have for us?
🡪 “I’d like to understand why Mr. Walto left so suddenly as that is a caution flag for me; it seems like something to investigate so it doesn’t happen again. My goal is a 10 year lifespan with you. As well as other tension issues that we might discuss in a more private setting.”
🡪 “One of your goals is economic development – what’s the pitch for moving a business to Dalton, why would somebody leave Pittsfield with all of those stores and businesses?”
R.Bishop- “We have a great Industrial Development Commission whom we refer people to. Dalton has a major employer, Crane & Company, who makes the U.S. currency.”
J.Boyle- “Mr. Walto was excellent at relocating people to Dalton; he encouraged a couple of good size businesses to move here. Our main pitch is that Dalton’s tax rate on business and commercial property is half the price of Pittsfield’s: $21 vs. $40.”
D.Flaherty- “In relation to the business I own, you don’t position a business because you like the community and people in it – you pitch that the location is going to save you money or generate money. When I asked the question to the Screening Committee, the 3 business owners answered that the community was so nice, etc. But for me, if I were trying to move Aldi’s or Hannoush Jewelers here I would say: there’s less chaos, it’s a common community, you have your customers, it’s easy to get to, and your tax is going to be half. That’s a good sales pitch. The other pitch is to grow businesses in Town. The more businesses you have in Town the more Chapter 90 money you get, etc.”
J.Boyle- “Businessmen are interested in the bottom line. Dalton is the very center of Berkshire County – it’s directly adjacent to Pittsfield, directly adjacent to railroad, etc.”
D.Flaherty- “I did some satellite shots of Dalton, I looked at what your infrastructure is and where the holes are, you have severe constraints about what types of businesses you can put in size wise; you have historic buildings all up and down the Main Street that you can’t tear down, you have smaller lots, water all over the place, cemeteries in several places, the railroad, hills, etc. So another Crane & Company wouldn’t fit.”
J.Boyle- “Yes, we have to concentrate on smaller businesses up to 30 employees.”
D.Flaherty- “Looks like that’s the effort at the Stationary Factory, there’s some vacancy there and at the top end of Depot St.”
J.Boyle- “He has the second and third floors available because of the lack of an elevator at this time but it’s being remedied.”
D.Flaherty- “Some businesses have STA’s and TIFS which is also an attractive thing for the Town.”
🡪 “I&I is a significant expense, Westfield went through it- but people are charged a storm water fee of $60-$80/ year so it’s not so bad. In Dalton you have water managed separately, is there any profit in that? The water price is very good, less than ours. Is there a fee for sewer?”
R.Bishop- “They’re not under the 2% levy that we are so they can tax at will. It’s run well.”
J.Boyle- “All effluent collected in Dalton, Hinsdale and one house in Peru flows in one pipe through the Town of Dalton to the sewer treatment plant in Pittsfield. They meter it and we receive an annual bill, then we allocate Hinsdale’s share, Hinsdale allocates Peru’s share, etc. Due to a 73 million dollar capital expenditure at the treatment plant, whatever the cost is, Dalton will eventually absorb 10% of it. There is a fee structure for homeowners and a metered system for businesses.”
D.Flaherty- “So the I&I number may need adjusting.”
* David’s Closing Statement:
🡪 “Thank you all, again. From the resources I provided you can see I have the financial management, the communication and business development things that you’re looking for. I haven’t been an Executive before but I’ve done all of the executive things in a private business; I’ve made a huge impact with Government agencies across the State and local towns. When you renew your driver’s license online with the RMV- that was me personally in Boston creating the RMV transaction processing system, I did that for years. I was given a license plate that says ‘web man’ in relation to Seinfeld’s ‘ask man’ license plate. The cherry sheets that you can see online was me back in 2003 for Governor Romney – they hired us to make that information available as they were spending a fortune every year distributing literature to cities/ towns/ interested parties, so we created database structures and a live ability to keep the thing updated that you now use on a regular basis. There are many more Government agency examples I could give you. I have a clear vision of what you want based on all of the meetings I’ve watched. I think your board is good mix of people that make things work well and that’s important; if I thought this wouldn’t work out I wouldn’t have continued this far along. I want to be collaborative with you and everybody else. I’ve seen Sandy and her team do double-duty, they seem fantastic and I look forward to working with her. The ability to network with local, State, and Federal offices on your behalf is there and I can do things you’re looking to get done. I’ve worked with all sorts of boards and commissions in cities and towns and non-profits and businesses. I’ve mentioned I’m on the Chamber- I’ve been involved in five different Chambers of Commerce over the years. In summary, I hope I’ve answered all of your questions and you’re confident I can do this job. Thank you very much.”

 **Remarks:**

* Chair Bishop requested feedback from our department heads in Town Hall which is important because they’ll have a lot of interaction with the Town Manager also. It is expected for Friday to discuss on Monday.

**Adjourn:** J.Diver motioned to adjourn at 7:24 p.m., J.Boyle seconded. Roll call vote: J.Diver “yes”, D.Esko “yes”, J.Boyle “yes”, M.Strout “yes”, R.Bishop “yes”.

Respectfully submitted,
Brittany Miller
Recording Secretary

*The next (specially) scheduled meeting will be held on February 1st, 2021 at 7:30 p.m. via Zoom.*