

IN BOARD OF SELECTMEN
MONDAY, JANUARY 29, 1996

Present: Chairman John C. Drobinski, Selectmen Lawrence L. Blacker and Maryann K. Clark.

The statutory requirements as to notice having been met, the meeting was convened at 7:35 p.m. by Chairman Drobinski in the Town Hall.

Clerk Pro Tem

It was on motion unanimously

VOTED: To appoint Janet Silva, Administrative Assistant to the Board of Selectmen, as Clerk Pro Tem for purposes of this meeting only.

Town Manager Interview - Jeffrey D. Nutting

Present: Candidate Jeffrey D. Nutting; several department heads and Town residents.

The Board convened a public meeting to interview applicant Jeffrey D. Nutting, currently the Town Administrator of Stoneham, Massachusetts, for the position of Town Manager for the Town of Sudbury. Chairman Drobinski welcomed Mr. Nutting and explained the procedure that would be followed tonight. Mr. Drobinski introduced Mark Morris of MMA Consultants, the firm that assisted the Selectmen in the current Town Manager Search. Mr. Drobinski furthered that of 100 applicants for this position, approximately 60 were Town Managers already, many from Massachusetts. He said the winnowing process by MMA had gone from 100 to 25 and then to six, and that the Board has narrowed the six down to the three candidates to be interviewed in public hearing this week, (2 this evening and the last candidate this Wednesday evening). Mr. Drobinski concluded by saying that the candidates will give a brief speech about him/herself; the candidates will then be given the opportunity to respond to several questions prepared by each Selectman, and finally, Town residents and department heads will be given the opportunity to ask questions of the candidate via 3 x 5 cards to be distributed during the meeting.

Mr. Nutting addressed the Board with the following: At the age of 20, he began his career by serving on the Finance Committee in Medway, MA, and since then has acted as a consultant for more than 100 different municipalities. He has specialized in conflict resolution and trained elected officials, dealing with many boards, including in Lincoln, MA. He has served in interim positions during vacancies (anywhere between three to nine months each) in 12 separate positions between 1983 and 1991. Some of these positions required that he maintain the status quo and others required that he engage in reorganization. He has worked with 45 different selectmen and a great many of department heads. He was sometimes asked to stay on permanently in various positions, but it was not until the birth of his first child that he accepted his permanent current position in Stoneham. He has been a Selectman, and a school committee member (elected jobs). Mr. Nutting concluded that the career he just outlined and the great diversity of his experiences are the pluses he believes would make him the best choice for the first Town Manager of Sudbury.

Selectman Blacker asked Mr. Nutting what assurances he could give that he will be in Sudbury on more than an interim basis; he asked about Mr. Nutting's ideas of privatization and about his experience with budgeting; he asked how Mr. Nutting sees the role of Town Manager in general and specifically as Sudbury's first Town Manager; he asked how Mr. Nutting would proceed in meeting with the Selectmen; he asked the candidate what he perceived as his biggest failure or disappointment in his career; finally, he asked

IN BOARD OF SELECTMEN
MONDAY, JANUARY 29, 1996
PAGE 2

Mr. Nutting if he were hired if he would be ready to begin in the position at the beginning of March. To these questions, Mr. Nutting responded that his career in Sudbury would be at least five years or longer, that he had advocated privatization in many areas because of reductions of work forces and cited extensive experience with finance committees and deficits he helped remedy; that he sees the role of Town Manager as a "great communicator" and conflict resolver, and ensurer that the Selectmen are informed; that the challenge of being the first Town Manager of Sudbury would be an exciting one to him, since he has met with some department heads already and he would like to help them address issues they have stated they would like to see improved; that he could not guarantee he would stay in Sudbury for 20 years, as he sees this job as being one of "getting things running smoothly"; that one idea he has used in the past for meeting with Selectmen was to rent a room in a hotel facility and bring in a facilitator, with the process being done in-house after he knows each Selectman better, but that at least once a month he would meet with the Selectmen in a public meeting; that he perceives his biggest disappointment as being unable to convince one Board of Selectmen that the town administration should not be made up of several separate offices but that the team approach would be in the best interests of that town, and finally, he said that three to four weeks of notice to his current Board of Selectmen should be enough time for him to be free by March 1, 1996.

Selectman Clark asked Mr. Nutting why in his case Sudbury should make an exception to the requirements it had listed for this position (relative to his post-graduate degree situation); she asked about his opinion on regionalization; she asked Mr. Nutting if his goal was to cut \$1M from Sudbury's current budget how he would go about it; she stated that there are three types of people, those to whom things happen, those who watch things happen, and those who make things happen and asked Mr. Nutting which of these three he believes he is; she asked him how he believes his other colleagues would describe him (among elected officers of other municipal associations); how Mr. Nutting believes he would be able to describe his accomplishments in Sudbury after his first three years of employment here; and finally, she asked Mr. Nutting his opinion of user and/or impact fees for developers in Town. Mr. Nutting responded that he believes that his great variety of experiences add up to be well in excess of the criteria Sudbury listed for this position; that he has experience in regionalization (projects with Medway/Millis, and Wakefield/Saugus) and has served on the Metropolitan Planning Council Advisory Board; that he would have to investigate each Town department's situation to see which could withstand the greatest cuts and mentioned his experience with debt exclusions and that in an actual situation he was able to make cuts then slowly buy back what was cut; that he sees himself as a "make things happen person" who purposely seeks challenges and who left several positions after the problems he first encountered had been resolved; that he believes that those who know him would say he has been a "player" for a long time and they respect his abilities, citing here his service on the board of directors of MMA, and on the advisory committee for the MBTA; that after three years he will be able to say that the goals of the Board of Selectmen will have been implemented, that the new Town Manager form of government will be well in place, and that communication between Town boards will have improved; and finally, that one example of user/impact fees might be to have a developer donate \$2,500 for each home built to the schools, but that one problem is how to link the user fee to direct cost.

Chairman Drobinski asked Mr. Nutting how he would describe his style of management; he asked Mr. Nutting what his approach is to the budgeting process; he asked Mr. Nutting how he would deal with the issue of shrinking funds and maintaining quality of life and Town services; he asked how Mr. Nutting would deal with Sudbury's affluent image in trying to get State grants; he asked Mr. Nutting what he would bring to the Town Manager position that the other two candidates would not bring; finally, Mr. Drobinski presented Mr. Nutting with the hypothetical situation of a prominent citizen's telephone call to the Town Manager asking for intervention with the Police Department for a son who had gotten into trouble with the police-- Mr. Drobinski asked Mr. Nutting what he would do in this situation. Mr. Nutting responded that his style is

to obtain the Selectmen's short- and long-term goals and that he sees himself as the link between the Board and department heads/employees, and between the public and the Town's administration; that he would ascertain the Board's goals well in advance of the budgetary process, ascertain what will be the Finance Committee's role in the new form of government, and make the judgment calls on differences among different boards, with the Selectmen making the final decision as to his judgments; that he has used the grant process in the past as supplemental efforts for shrinking funds, as well as working with developers to get things the Town needs in exchange for site plan approvals; that he has worked with State senators and representatives to get grants needed by the towns in which he has served; that in comparison with his two competitors for this position, he has been the "in-charge" person who has a proven track record and that not having done just "one thing" over the past several years, he has the ability to understand relationships and use conflict resolution and goal setting in an experienced manner; finally, that although he might call the police chief about the citizen in the hypothetical situation, he would not interfere up front, but rather work with the Board and give the police chief the opportunity to resolve the problem first, that he would not want to "second guess" the police chief.

Mr. Nutting was then asked a few questions by citizens in attendance. In response to a question as to what he sees as his greatest challenge in Sudbury, Mr. Nutting responded that it would be the implementation and managing of change, and making expectations more realistic. In response to the query as to how he feels about a residency requirement, Mr. Nutting stated that it would be his long-range goal to move to Sudbury, but that for now it would be impossible. However, Mr. Nutting said that his current commute would be cut in half, that he keeps a beeper on his person at all times, that he has occasionally slept in the Town Hall of Stoneham during snowstorms, that he has never missed a meeting, that he has evening office hours for the working public, and in general maintains an open-door policy as his management style.

Chairman Drobinski thanked Mr. Nutting for coming and thanked the public for their attendance.

Town Manager Interview - Nancy T. Galkowski

Present: Candidate Nancy T. Galkowski; several department heads and Town residents.

After a brief recess, the Board continued the public meeting to interview applicant Nancy T. Galkowski, currently the Deputy Town Manager in the Town of Arlington, MA, for the position of Town Manager for the Town of Sudbury. Chairman Drobinski welcomed Ms. Galkowski and explained the procedure that would be followed tonight.

Ms. Galkowski began by saying she took her undergraduate degree at the University of Vermont and her graduate degree at the University of Pennsylvania; that she has been employed in Arlington for nine years, progressing from the Executive Secretary to the Board of Selectmen to Assistant Town Manager, and currently Deputy Town Manager. She said that she is at a point in her career where she recognizes the need to move on and up and to do so she must move out. She concluded by saying that she has a history in professional management.

Selectman Blacker asked Ms. Galkowski the following questions: since she is second in command in Arlington, how does she see her ability to move up and handle the responsibilities of a Town Manager; he asked her how she dealt with the Board of Selectmen vis. a vis. goal setting; if she had had any dealings directly with school committees; what is her opinion of privatization; and finally, how she sees the role of Town Manager in general and specifically here in Sudbury. To these questions Ms. Galkowski responded

IN BOARD OF SELECTMEN
MONDAY, JANUARY 29, 1996
PAGE 4

that she was a team with her Town Manager in Arlington and in his absence, she made the same decisions he would make and dealt with all the same issues he did; that she would want a thorough initial meeting with the Board of Selectmen in Sudbury for goal setting, in order to set an agenda, and that such a meeting should happen as soon as possible; that she had not dealt directly with the school committee in Arlington, but rather with the administration, but had worked with the school committee on Schedule 19 for educational reform, and with the chairman of the Finance Committee and on various sub-committees on school issues; that she had experience with privatization in areas of sanitation and maintenance of Town vehicles, and finally that she sees the role of Town Manager to be one of leadership, a visionary, someone who can look at issues globally and that in Sudbury, after meeting with department heads, she sees a desire of Town personnel for leadership and also sees much positive energy here to be tapped.

Selectman Clark asked Ms. Galkowski how she proposes to keep the Selectmen, the citizens and the various Town departments informed; Ms. Clark asked this candidate the same questions she asked of Mr. Nutting (three types of people; regionalization, methods of saving the Town \$1M; how colleagues would describe her; her accomplishments after three years; and what she offers Sudbury that the other two candidates do not). Ms. Clark also asked Ms. Galkowski what she sees as the most important function of a Town Manager. Ms. Galkowski responded to Ms. Clark's questions by saying that she would ascertain from the Selectmen how they would wish to be kept informed by her, but that her usual style is for at least two meetings with them per month, and communication via telephone and memo, and that she would be a facilitator to develop a team relationship among Town boards; that she is a person who makes things happen, citing her past performance in detail and noting that she kept Arlington up to date on what was happening at the Federal, State and local level; that she had experience with regionalization with regard to landfill issues and that Arlington had tried to regionalize services to veterans with a sister community, but the other community declined; that although she thinks regionalization is worth exploring, her experience has been in her current position that the "political will" is not yet there; that instead of approaching the \$1M budget saving per se, she would approach the issue by seeking to increase revenues, also by looking at where services are perhaps being duplicated, and what is being charged for permits, licenses, etc.; that having served as Secretary/Treasurer to MMMA, her colleagues know who she is, that she communicates regularly with colleagues, brainstorms with colleagues, and that they would say she is an able administrator; that after three years in Sudbury, she would like to have put together a Department of Public Works, have streamlined departments and made them more accountable, and looked at ways the Town interacts with the schools and addressed issues affecting both; that what she would bring to Sudbury (that would distinguish her from the other two candidates) is that she knows Massachusetts law, that she is familiar with the "broad picture" and that her approach to her work is a team approach; finally, she said that the most important function of a Town Manager is making sure everything works; she said that if the Board does not hear about problems, then the system is working.

Chairman Drobinski asked Ms. Galkowski why she wished to come to Sudbury, in relationship to the challenges she currently encounters in Arlington; he asked about her approach to the budgeting process; he asked why Sudbury should choose her over the other two candidates; he asked her ideas on increasing the non-residential tax base; what her approach would be for preparing for Town Meeting; and how long after March 1, 1996 she feels she could be brought current on Town affairs. Ms. Galkowski responded that she felt she had reached a point in her life where she should move up into a position where she would be in charge rather than an assistant and that she must leave Arlington to do so; she also said that after a certain amount of time things are no longer "fresh" and have become routine, so she is seeking a new challenge; that after preliminary meetings, she would take a pro-active approach with budgetary issues and involve the Selectmen, because the budget should be a document that sets the Town's priorities in these trying times of short funds; that what distinguishes her is that she is a team builder; that she would know every article for

IN BOARD OF SELECTMEN
MONDAY, JANUARY 29, 1996
PAGE 5

Town Meeting as well as the pro and con arguments and that she would be sure the Selectmen have all the information necessary for them for that Town Meeting, finally, Ms. Galkowski said that if hired, she would begin before March 1st to familiarize herself with personnel and issues so that very quickly she would be "up to speed" after beginning the job.

Ms. Galkowski was then asked a few questions by citizens in attendance. In response to a question as to what she sees as her greatest challenge, she said that it would be finances, as every community in the state is affected by this issue. In response to a question as to whether or not she would live in Sudbury, Ms. Galkowski said she was not sure she afford to live here, but that re-sale value of her current home would be one issue affecting this decision. Finally, in response to the question of what she would do if she received a call from an influential citizen about a son in trouble with Sudbury Police, Ms. Galkowski said that she would listen to the citizen's concerns, get as much information as she could from the police, but that she would not interfere; she would, however, keep the Board of Selectmen informed.

Chairman Drobinski thanked Ms. Galkowski for coming and thanked everyone for attending the public meeting.

There being no further business, the meeting was adjourned at 9:15 p.m.

Attest: _____

Janet Silva
Clerk Pro Tem