

IN BOARD OF SELECTMEN  
FRIDAY, MAY 5, 1995

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

The statutory requirements as to notice having been complied with, the meeting was convened at 7:30 p.m. at the Fairbank Senior Center.

Executive Secretary Pro Tem

It was on motion unanimously

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

Town Manager Interview - Michael Mallinoff

Present: Applicant Michael Mallinoff; approximately 25 Town residents and a few department heads.

The Board convened a public hearing to interview applicant Michael Mallinoff, currently the City Administrator in Annapolis, Maryland, for the position of Town Manager for the Town of Sudbury. Chairman Drobinski welcomed Mr. Mallinoff and explained the procedure that would be followed tonight.

Mr. Mallinoff began that he is a Washingtonian native, is married and has two young children. He explained that his desire to manage and run things comes from his father who was a small businessman. His undergraduate degree is in the field of urban studies and planning, which was followed by a position in the Maryland State Legislature working with a State Senator spending two years in government and the Department of Natural Resources as a planner. At that point in time, he returned to school and obtained his law degree, and has practiced law in the areas of zoning, real estate, and some corporate. After Law School, he managed a law office just outside of Annapolis, and realized he was more interested in managing than in practicing law. He was asked by the newly elected Mayor of Annapolis to become City Administrator of Annapolis. This position is appointed by the mayor and confirmed by the Council, and his responsibilities and involvement are not dissimilar to what the newly appointed Town Manager's would be in Sudbury. With regard to his responsibilities, Mr. Mallinoff informed that he prepares budgets and supervises staff; submits goals and objectives every year; is progressive in his management style and believes he manages in a way that is effective for everyone to get things accomplished.

He believes the major issues facing Sudbury are the transition from one form of government to another; the organization of this government (who answers to whom); and once the organizational structure is in place, the task of budgeting within this framework based on goals and objectives. Mr. Mallinoff stated he would hope to gain the confidence of the residents in Town in knowing this new form of government is right for the Town by making himself available to the community, meeting with all the departments in a retreat setting to gain understanding of where the Town may be headed and then focus on a direction, setting goals and objectives.

With regard to motivating and mentoring employees, Mr. Mallinoff said he would incorporate modern techniques into the government such as Total Quality Management (TQM), and stressed the importance of involving employees in the decision making process. He added that strategic planning

sessions and training are also very important, and that fair wages and benefits are also key in keeping employees motivated.

When asked how he would proceed with financial management in the budgetary process, Mr. Mallinoff responded that he would get together with the Finance Department or Committee and other groups to brainstorm budgeting ideas such as, user fees, fee structures, etc. and to determine what the various services cost the Town. He added that he would hold the departments accountable, and give them and the employees incentives to save money.

Several other questions were asked of this candidate regarding collective bargaining, shopping competition with the big malls, protection of water resources in the business district, infrastructure costs, disclosure of information. Questions were received from the audience concerning preservation of Sudbury's historic heritage, apathy that exists in town government, working within the process of town meeting, etc.

In response to Selectman Clark's question of what he would say he was most successful in accomplishing after being Town Manager for three years, Mr. Mallinoff stated that he 1) would have organized the government in an efficient and effective manner, 2) that he would have been able to set goals and objectives identified by the community and employees and would have met those goals, and 3) that he accomplished meeting the goals within the budgetary framework that was acceptable and supported by the community.

Town Planner Jody Kablack explained that the Town is largely run by autonomous boards and commissions, and asked Mr. Mallinoff if he thinks there may be conflict with the setting of Town-wide goals and then asking the autonomous boards to carry them out. Mr. Mallinoff said he is familiar with the situation in Annapolis where there are appointed boards and they range in power and authority, with some having appeal and planning authority. He added that no boards directly run the departments in Annapolis, and he would have to get a better feel for how things are organized in Sudbury, but that boards need to be involved in setting goals.

Chairman Drobinski thanked Mr. Mallinoff for coming and everyone for attending the public meeting.

#### Appointment - Interim Town Manager

In accordance with Chapter 131 of the Acts of 1994, it was on motion unanimously

VOTED: To appoint Richard E. Thompson as Interim Town Manager for the Town of Sudbury, to serve only until a new Town Manager is appointed and such appointment becomes effective, but not later than June 30, 1995.

#### Town Manager Appointment - Meeting with Department Heads

At the request of the Department Heads, the Board set Tuesday, May 16, 1995 at 9:00 a.m. to meet with them in the Lower Town Hall to discuss the final three candidates interviewed for the position of Town Manager in Sudbury.

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

Attest: Janet Silva  
Janet Silva  
Executive Secretary Pro Tem