

Pledge of Allegiance and Silent Moment of Prayer and Reflection

Finalist Interviews for the General Manager Position

Present: Chairman William J. Plasko, Selectmen Helen Abdallah Donohue, Paul A. Bishop, Allan D. Howard, Thomas F. Maloney, Assistant Christina K. Mulvehill.

Also Present Bernard Lynch our Consultant and Michelle Pizzi, HR Director.

Appointments

9:00 a.m. Antonio Mazzucco

Mr. Mazzucco thanked everyone and stated that he is currently the Town Administrator of the Town of Adams. He grew up in Randolph and graduated from Bridgewater State University. Mr. Mazzucco began his career as an elected official at the age of eighteen, when he was elected to Town Meeting. He is interested in Norwood professionally, due to the stability in the senior leadership team. Mr. Mazzucco is a member of ICMA, International City Management Association. He worked with the Norwood Police Chief on the process of exiting Civil Service in Adams. He grew up in this part of the state and looks forward to returning to the place where he grew up. This is a great community with resources and amenities. Selectman Bishop asked Mr. Mazzucco about his management style and the philosophies and principles that guide him. Mr. Mazzucco said he focuses on being collaborative and strategic, and working as a team. He believes in bringing everyone around the table as the department heads are the subject matter experts and they are there to manage their departments. He likes to look for the cause of a problem and he takes the same approach to end of year issues. Mr. Mazzucco said he is committed to public service and genuinely cares about local government. He is an accredited manager with an ethical commitment to public service. When asked by Selectman Bishop how he handles a difficult department head, he said he stresses that they are here to provide a service to the public and they do not have to always agree. Selectman Howard asked if he sees any unique challenges and how he plans to meet them. Mr. Mazzucco said Mr. Carroll is a legend and it would be a tough act to follow. He realized that he is the individual following the legend and it would be many years before he can provide the same service. There are not going to be many people here who have worked with a different Town Manager in Norwood. Selectman Howard asked Mr. Mazzucco how he sees his relationship with the Board of Selectmen. Mr. Mazzucco said he reports to the Board of Selectmen, which he understands is a five member body, and he has to balance individuals versus the entire board. He always keeps the level of communication open. If he thinks the Board is making a bad decision or going in the wrong direction, he will let them know.

Chairman Plasko said we need strong leader and problem server to strengthen the organization. Mr. Mazzucco said he could fil that role due to his financial management. He takes a longer term look at how they are doing things. During his career, he has been working toward getting to a position like this. If hired he would live in the Town of Norwood and make that commitment. Selectman Donohue asked Mr. Mazzucco when he started attending town meeting. Mr. Mazzucco said he was fifteen or sixteen when he attended as a representative of the school committee. He said he likes the town meeting system of government and a healthy debate.

Selectman Maloney asked Mr. Mazzucco about his experience with systems conversions. Mr. Mazzucco said he has worked in several municipalities using different technologies. Converting has to be done in a very slow methodical way. The initial cost is high, as is the yearly cost. Things get lost in the process and staff has to make adjustments too. Selectman Maloney asked about Munis. Mr. Mazzucco said they bought HR, Finance and Accounts Payable programs.

Selectman Bishop asked Mr. Mazzucco about OPEB and how he has dealt with that. Mr. Mazzucco said it is effectively retiree healthcare. Since going to Adams, they have established funds and contributions and they reduced the retiree split. They allocated savings from cutting retiree health funding to OPEB and they gave retirees one full year notice. He agrees that OPEB funding is critical.

Selectman Howard said Mr. Carroll has been immense with his contacts and relationships and asked Mr. Mazzucco about his experience advocating for the town on other levels. Mr. Mazzucco said in Adams, he maintained close, constant contact with the legislator. He believes in regionalism and sharing resources, but his responsibility is the town he works for. He encourages department heads to get involved in organizations.

Chairman Plasko asked Mr. Mazzucco about having read our annual audit and asked what else he knows. Mr. Mazzucco said he reviewed the audit and the annual budget in addition to other tax information. Last week he came out and spent some time in Norwood Center and he has been here this week since Thursday to spend more time.

Selectman Donohue told Mr. Mazzucco she likes hearing him say Select Board. She said she has concern that the manager be aware of people in town with tight income levels and asked how he feels about taking care of all income ranges. Mr. Mazzucco said he works in a poor community and earns a lot more than the average level in the community. He is mindful that there are people who do not have high incomes. In Caribou, Maine he was on the board for a soup kitchen and that organization has done great. He knows the whole community has to be served.

Selectman Bishop asked Mr. Mazzucco what he would do if an employee reported harassment to him after they had gone to their immediate supervisor and was not satisfied. Mr. Mazzucco said there would be a process in writing and you always have to follow what you have in writing and take claims like this very seriously. The process can cause a great deal of liability if handled incorrectly. He handled all these issues directly in Adams. There are very critical legal processes and it is fortunate that there is Human Resources in Norwood.

Selectman Howard asked Mr. Mazzucco about social media and how he sees its role in the government. Mr. Mazzucco said it sometimes plays too much of a role in government. He has social media accounts that are public and open. You have to have appropriate information out there but you cannot govern by social media based on what someone posts.

Chairman Plasko asked Mr. Mazzucco what he believes is the manager's role in the community and how he would establish communication. Mr. Mazzucco said the town manager is the highest ranking town employee and it is a critical role. Often the manager is the connection between the select board and the community. He believes in being a part of the community.

Selectman Maloney asked Mr. Mazzucco what role he sees the manager having in capital improvement and long term budgeting. Mr. Mazzucco said he has had much experience in

strategic planning. In Caribou, he wrote a comprehensive plan and he serves on MMA strategic planning committee. Adams now has a five-year capital plan.

Selectman Bishop said he is looking for manager who can take the town to the next level. Mr. Mazzucco said he has taken other organizations to the next level and thinks he can do the same here.

Selectman Howard asked Mr. Mazzucco to describe a town meeting that was hostile to an idea that he and the selectmen brought to the table. Mr. Mazzucco said dispatch regionalism had people concerned that jobs would be lost but they figured it out. You have to be open and honest and respect the process. He once had to sit in a room with 300 people in Cheshire and tell them why it was important to close their school.

Mr. Mazzucco asked the selectmen what one characteristic they are looking for in a manager. Selectman Donohue said fairness, honesty and integrity, Selectman Bishop said a good leader to move us forward, Selectman Howard said a good administrator who would delegate to quality managers, Chairman Plasko said he is looking for strong financial leadership, openness, and someone who can help the selectmen create a shared vision, and Selectman Maloney said he is looking for a combination of continuity and long term vision.

10:15 a.m. John Hathaway

Mr. Hathaway thanked the Board for having him. He is interested in Norwood because of the complexity and it is a great community. He apologized for putting Jack instead of John on his resume. Mr. Hathaway is looking for a job where he can finish his career. He was born in Needham, attended UNH, and got married in 1990. He is currently the Town Administrator in Norfolk, which is 94% residential, although they are trying to bring in more commerce. Before working in municipal government, he was in mutual funds middle management where he learned a lot about accounting, budgeting, managing, hiring and working with people. He enjoys building teams and putting people together and he now has a good understanding of department heads and how to manage them. He is looking for a career challenge and Norwood has some interesting departments; i.e. Airport and Light Department.

Selectman Maloney said Mr. Carroll has been manager for 39 years and asked what unique challenges he sees in following someone so admired. Mr. Hathaway said he is walking into a situation where someone is respected and care for and well loved. He respects Mr. Carroll as well and he would come in trying not to stir the pot. He would work with the Selectmen to achieve their goals and objectives.

Selectman Donohue said she is happy about his strength in finances and she feels we spend too much money here. Mr. Hathaway said there are probably places for improvement. In Norfolk, when it came time to save some money, he had to make changes and figure out where cuts could be made in each department. In Norwood, he would hope to bring in some technology and do some things better. Selectman Donohue said her concern is things like the new high school and police and fire station, etc.

Chairman Plasko said he is looking for long-term tenure and someone with the ability to move us to the next step; a strong leader and problem solver. Mr. Hathaway spoke about a master plan and a manager can be part of those committees providing input and guidance and reaching out to

other towns. The manager would not be driving what Norwood should look like in fifteen years. The manager should help guide, but not be the leader in long-term plans.

Selectman Howard asked Mr. Hathaway to describe the town manager's role in the community as far as enhancing and establishing links to the community. Mr. Hathaway said he uses social media and reaches out to the community electronically as much as possible. He enjoys being

involved in community events and believes the manager should be entrenched in the community. He works for the Board of Selectmen and takes his job seriously and personally.

Selectman Bishop asked Mr. Hathaway about his philosophy on dealing with department heads and taking this town forward. Mr. Hathaway said he treats every employee differently after he gets to know them. He wants to work with each department head. His current police chief has been doing the job for 23 years and so he checks with him weekly or even monthly but the Planner is new and he will meet with him weekly and check in on a daily basis. He develops goals at the beginning of the year with department heads, and those goals are complimentary with the Selectmen's goals. He said he generally meets with department heads weekly or more often, depending on their experience.

Selectman Maloney asked about his experience with conversions. Mr. Hathaway said at the end of his mutual fund career he spent time as a business analyst defining user requirements and testing, implementing and supporting it. When he was the Town Accountant in Norfolk they had an archaic system and his first charge was getting an accounting system in place that was reliable. He, together with the Assessor and Treasurer, had companies come in and show them what they could do and eventually they selected Munis for their accounting system.

Selectman Donohue asked Mr. Hathaway to describe his perception of town meeting in regard to the role of town manager. Mr. Hathaway said every town is a little bit different. He is flexible but in current job, there is an advisory board that makes the motion. He creates the warrant in conjunction with selectmen and provides background and financial impact, etc. and is ready to answer any question that comes up.

Chairman Plasko said one of the references said Mr. Hathaway broke down barriers between general government and schools. Mr. Hathaway said he relies on communication. He has had five school superintendents during his tenure. He worked with the superintendent and came up with a plan that made financial and political sense. He made a reasonable plan on his level and brought it up to the elected officials. It is important to get the parties in line so there is no infighting. Chairman Plasko asked what he knows about the town and budget in Norwood. Mr. Hathaway said he knows town meeting is coming up and he is very curious about the \$ 13 million land purchase. He knows CPA was recently adopted and he likes the 55% - 45% split with the schools.

Selectman Howard said Mr. Carroll has been good concerning financial benefits to the town and asked Mr. Hathaway if he could advocate on a regional and state level. Mr. Hathaway said he just got a MassWorks and on a regional level, the emergency communication center took six years of negotiations with the other towns in addition to special legislation.

Selectman Bishop asked about OPEB and how he would fund it. Mr. Hathaway said it is a huge issue and in a perfect world he would follow the best practices that Needham put together. He created a stabilization fund four or five years ago for OPEB specifically. They are adding restaurants as a new source of revenue and the plan was to have meals tax revenue go into that fund, but town meeting did not support it. They have not solved the OPEB problem and are continuing to put money in regular stabilization fund.

Selectman Maloney brought up capital planning. Mr. Hathaway said he was a finance director and put together the budget for the entire town and did 3-5 year plans on both sides of the budget. They have by laws that are charter like and he can appoint one of either the treasurer, accountant or assessor as finance director but he has not, and for lack of better option he has been it. As far as personnel issues, he recently had two employees with adult children in Florida at the time of the hurricane who were both under stress. One talked about it all the time and one kept it inside. It exploded between them and eventually he had to work with them to understand each other. Communicating and understanding what others are going through are key.

Mr. Hathaway had no questions for the Board. He said he wants this job because Norwood is a great community that clearly has a strong personality. Norwood has that great core of strong community plus the interesting layers of the airport and light department, etc.

11:30 a.m. William Chenard

Chairman Plasko explained the process and pointed out that a decision may not be made today. Mr. Chenard said he has been in municipal government for the major part of his career and is looking to advance to administrator and manager position. Norwood is a great opportunity and an incredibly well managed community. He has a bachelor degree and some graduate level training with the Air Force. He served as DPW director and is currently the deputy town administrator of Natick.

Selectman Bishop asked Mr. Chenard to describe his management style and philosophy about running a town and dealing with department heads. Mr. Chenard said he believes strongly in team building and his management style varies with the situation or person. When asked how he would handle someone severely going in an opposite direction, Mr. Chenard said communication is key and when someone is starting to slide you can't let it go too far because it will get to a point where it becomes explosive. He suggested bringing the employee into his office and mentoring that employee. Follow up is important and listening to them and hearing what they have to say.

Selectman Howard said Mr. Carroll has been incredible over the years with contacts and asked Mr. Chenard about his experience advocating at the regional and state levels. Mr. Chenard said you need to know your players and get to know them on a personal level. He talks to his congressman and aid all the time and he participates in different programs.

Chairman Plasko asked Mr. Chenard what he knows about Norwood. Mr. Chenard gave a brief history of Norwood, which was the first town to have a manager.

Selectman Donohue asked about financial philosophy. Mr. Chenard said he tends to be financially conservative and always does a cost benefit analysis. It is critical to know you are spending efficiently, however, at times you have to think in a slightly different direction, as in an emergency situation.

Selectman Maloney asked Mr. Chenard what role the general manager plays in strategic planning, capital outlay and long term budgeting. Mr. Chenard said he has done complete capital plans since he was a business manager. The manager's role is to be a facilitator but not necessarily a decision maker on a strategic plan. The manager should provide an outlook and know the buildings and what is going on. He spoke about his role in combining school and town facilities in Natick.

Selectman Bishop asked Mr. Chenard how he would handle a situation with an employee who reports harassment to his/her supervisor to no avail. Mr. Chenard said the first step is to assure the employee you will take action, and ensure the employee and supervisor are separated. Then engage human resources and counsel to make sure proper procedures and steps are followed. You must do an investigation and the selectmen must be informed immediately. Appropriate action must be taken based on the findings of the study. Selectman Bishop said informing the

Chairman Plasko asked about going forward. Mr. Chenard said the manager has to build that team and set the tenure. It is important to have solid management at the top.

Selectman Donohue asked about town meeting. Mr. Chenard said Town meeting plays an important role in town government, but he is not a fan of open town meeting. It is important to get them people the information they need to make good decisions.

Selectman Maloney asked about financial information systems and experience in conversions. Mr. Chenard said he has taken several IT courses and has converted many systems for municipal government. It is critical to plan properly and identify what went wrong if there is a problem in addition to what went right. You must map your data and keep IT backups of everything you do.

Selectman Bishop asked Mr. Chenard about OPEB. Mr. Chenard said the challenge is to identify what direction to go in. It is not critical that you get to funding it right now but it is critical that you have a plan endorsed by the selectmen. Selectman Bishop asked about his rinteraction with the board of selectmen. Mr. Chenard said the manager needs to be the person who implements the board's policy and that takes communication. He needs to understand what the board needs or wants from him. There will be a consensus as a board and it is his job to implement.

Selectman Howard asked about union. Mr. Chenard said unions can be a challenge. The country is changing and some plans are going to go away. In regard to impact bargaining, Mr. Chenard said you need to know who the people are.

On motion of Selectman Howard, seconded by Selectman Maloney, voted to make a decision and vote on this Tuesday night.

Adjournment

On motion of Selectman Bishop, seconded by Selectman Maloney, voted to adjourn and the meeting was adjourned accordingly at 1 p.m.

A True Record.

ATTEST: _____
Assistant