

TOWN OF ADAMS, MASSACHUSETTS
ADAMS TOWN HALL BUILDING, 1st FLOOR, ADAMS, MA 01220

BOARD OF SELECTMEN MEETING MINUTES FEBRUARY 16, 2019

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CALL TO ORDER: The meeting was called to order by Chairman Duval at 8:30 a.m. Present were Vice Chairman Nowak, Members Blanchard, Hoyt, and Bush.

DISCUSS TOWN ADMINISTRATOR INTERVIEW PROCESS: The Board members provided their own questions as well as sample questions provided by Paradigm Associates. It was decided that Chairman Duval would begin with an introduction question for all candidates. The same questions will be asked by the Board Members to be equitable and the order in which questions would be asked was determined. It was noted that each interview was expected to last an hour, and at the end the candidate will be asked if they have any questions for the Board. Paradigm Associates was thanked for their help, and will be available over the next few days for y follow-up. The Board was informed that department heads were advised they could give anonymous emails with input to Paradigm Associates to give to the Board. It was explained that the candidates met with Board Members, did tours of the facilities, and met with Town staff to get a good idea of what Adams is about. Many people in the community helped with the process, as well. The meeting on Wednesday will be televised and the Board will deliberate on this decision at that meeting. Once the decision is made phone calls will be made and then negotiations will take place. It was pointed out that this is one of the most important decisions that the Board will make. The Town Administrator runs the day to day activities of the community and works directly for the Board of Selectmen, and the Board of Selectmen oversees policy.

At 8:47 a.m. a ten minute recess took place and at 8:57 a.m. the meeting was called back to order.

INTERVIEW CANDIDATES FOR TOWN ADMINISTRATOR:

Jennifer Tabakin: *Chairman Duval* reviewed the interview process and deliberation schedule and explained that at the end of the interview the candidate could ask the Board questions.

Question #1: *Why do you believe you would be successful as Town Administrator in Adams?* Ms. Tabakin advised she is honored to be a finalist for the Town. She said she appreciated and was impressed by the, and was excited to become part of the team. She said Adams is a unique and special place and she would do a good job in Adams because she did a good job and was successful in Great Barrington. She said she has built on her skills from Public Administration in New York and is committed to public service and continuing to build her skills. She said she has the range of skills needed to be an administrator in a small town and has worn those hats before with a great track record. She emphasized her skills in community and economic development, working on a main street, infrastructure planning and operating town agencies.

Question #2: *As part of the whirlwind tour, you were able to see town facilities and get a brief overview of the community. What do you see as challenges in the community in the next three years?* Ms. Tabakin explained that the challenges that she sees for facilities and departments include expensive compliance for the Wastewater Treatment Plant project to include phosphorus. She noted that the Police Department is in good shape and she is impressed with the professionalism of the Town staff. She said it is standard for most municipalities to share services in mutual aid, which creates a strong police force. She noted that she had gone through an accreditation in Great Barrington for the Police force, and this could be something to consider but it is also labor intensive. The Senior Center is busy and needs more space for activities. It is a well-used facility and there could be more done to meet the needs of seniors in the community to provide a range of services for homebound seniors. She said the Town could make the main street flourish and bring in a vibrant economy with small local businesses, which is a challenge. She noted it is a gorgeous main street and getting anchor businesses to bring foot traffic and have people

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gather in the public space is important. She expressed that she was surprised with the unexpected news that Big Y is closing, which will be a priority issue. She pointed out that the Town needed to start on it with the Town Administrator yesterday or the day before to deal with the major change in the community. She suggested the Town reach out to the corporate offices of Big Y and also to support those losing their jobs, as well as seeking community input for what is needed to articulate demand. She said the town needs a level of assurance and there is not a high level of profit in those stores.

Question #3: *We found out about Big Y from the citizens. How do you combat the Board finding out items on social media or through the iBerkshires so we are not surprised?* Ms. Tabakin responded that social media is always fast and there are many situations like a car accident that someone sees before the police arrive and post it on social media. She noted that it is hard to compete with that. She advises that she uses email frequently and the minute she has heard something the Board knows. She noted she tries to be as fast as possible to put information out quickly to let everyone know she is on top of things and to show the community she is managing it. She pointed out that businesses often keep things in tight control and do not take the risk of anyone getting advanced notice. She advised that having a close relationship with businesses is important to have a sense of where things stand and the type of things they are facing. She noted that she may be overly optimistic because when dealing with larger companies, the people at the local level don't know the plan. She explained that regarding communications, press releases to the community are important, and the Town cannot post a meeting to deliberate an issue but must work out a way to get information out that is factual. She said there needs to be some level of information going out. She noted it is important to let the Police and Fire Departments do their work, and not distract them from the emergency for the sake of informing people. Sometimes the public has to be asked for patience.

Question #4: *After having interviewed people over the years, a person's heart is as important as their head. On the delicate path through life, events and occurrences shape who we are. A person's path may take many directions due to many influences. As a person ventures down life's path a once obscured thought, person, or happening has changed or solidified a view on a subject which is now in the realm of influence. Examples given were John F. Kennedy's quote "Ask not what your country can do for you but what you can do for your country" the Vietnam War, which brought out the need for peace and faith and Woodstock, which helped to form a belief that peace overshadows hatred and violence. Earth Day emphasized that there is only one planet that needs to be protected. A personal background was given as an example of experiences that shape a person. Given those examples, he asked the question "Who are you, and why?"* Ms. Tabakin advised she appreciated the input explained that what motivates her is having commitment to working with communities and solving problems. She noted that she started taking stands on things as a child and built commitment influenced by family on social justice issues, worker's rights issues. She advised she is committed to democracy, grew up in Pittsburgh with the steel industry and noted that the economy declining shaped her. On a more personal basis, she explained that her family, husband and children are her bright light.

Question #5: *Regarding the Greylock Glen, what role do you see a Town Administrator in bringing this project to fruition?* Ms. Tabakin advised that Adams is in an exceptional spot with the project and it is well planned out. She noted that it is an excellent plan to have a nature center and campground there so people can access and enjoy Mt. Greylock and Adams, which has tremendous natural resources. She pointed out that in Great Barrington the number of people that come to hike Monument Mountain is a big draw to the town. She explained that being an Appalachian Trail community brings a lot of people to

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the restaurants and town to get supplies, and to stay for a day or two. She said she felt the Greylock Glen is an appropriate scale for the community and in synchronization because a lot of people enjoy the outdoors. She said that funding is necessary and the Town Administrator would have to look closely at the grants that have been applied for. She noted that Adams has already tapped a lot of resources so work done on this has been excellent. She said it needs to be invested in and started in a phased way so the first things begun set the tone to feed and motivate the next phase to be effective.

Question #6: *The Town hears constantly that Adams has a beautiful downtown, and Community Development Director Cesan has done great work to expand it. There is not a Chamber of Commerce in this community but there is 1Berkshire, and it is positive that there are good things are happening to the north and south of Adams. When events are held by 1Berkshrie, the local Mayors and leaders from other communities are active. Looking at where Adams is in this county, and noting that other communities have more resources, with Adams being the third largest community, where is Adams? Where do you see Adams and where is it as a community in the county and working with other communities? What do you see that we can do to have businesses move into the community?* Ms. Tabakin noted that this is a critical challenge. She explained that she will bring her experience from Great Barrington to the job as well as the relationships built with the Massachusetts Municipal Association (MMA), the State House, and the effort made to put forth working relationships with the Mayors and other Town Managers to collaborate with on like issues. She pointed out that they will also compete with each other in a way that the economies in the communities around the town benefit the town. She noted the quality of life in Adams, and that it is important to bring new businesses suitable to the scale of Adams, and not just one big industry to keep the residential aspect. She said it is important to get the message out of what is here, which is tough because when doing the job a team of people is needed to get the word. She pointed out that it is important to keep up with events and work with the owners of buildings. She suggested the Town inventory the available space, review zoning to see if the buildings are up to zoning, and see if the Town can get them up to zoning. She noted that older buildings are more difficult to renovate. She said it is important to get sites open for business up to where they are met. She also suggested asking the community what they want in the downtown, what kind of shops and groceries they want, and to also keep what is here as well. She noted that having something new is not a win if what is here is struggling and there is not support for it. She explained that local businesses can be supported for what they need to expand to compete with ecommerce, and to build and scale up for specialty products. She gave an example of Berkshire Bark Chocolate adding sales to mail order. She noted that there are programs that can be tapped into, but grant management is labor intensive from an administrative aspect. She suggested that having a Brownfields plan can allow the Town to work with owners of buildings to abate a building, and from there to get the value of the building to have the information to seek more grants to do cleanup on the site. She said it is important to talk up the town, market it, and get people here.

Question #7: *Regarding employee relations, how would you plan to build relationships with employees, keep morale up, and prepare to put succession planning in place?* Ms. Tabakin advised that the Town's employees are very committed and noted that it was impressive what has been accomplished with less resources and challenging problems. She said having an active police department, schools, and keeping everyone trained was important. She explained that it is vital to work in a learning environment that enriches people's lives and creates vibrancy with staff. With this, people enjoy working in the public sector as it is not easy, and requires people to soul search why they are

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motivated to be in the public sector. She advised it is important to go in respectfully, learning and listening and to emphasize collaboration and communication between departments to share information so everyone can use it. She explained that succession planning is difficult with small departments because it is not possible to hire a deputy to learn all the ins and outs of a facility, which is worth the investment. She noted that wastewater is important to learn, as well as the community structure. She advised she would have cross-training of staff to help out and to learn various roles. She said she would find the right match with a person, have them come in to learn two jobs and then split it into two part time positions which creates a valuable employee with a range of skills. She said she would use consultants to get the structure in a way to transition from where it has not worked. She noted that a department head would likely have been there a long time, but a younger person needs translation to get things adjusted to a technology oriented generation of workers, which takes time and resources. She advised she would slowly implement technology to fit the finances that provides online services to work more efficiently.

Question #8: Regarding the Town Administrator's relationship with the Board of Selectmen, describe the process of working with the Board of Selectmen to set goals? Ms. Tabakin advised that it is the Board's role to set goals and policies. She explained that she would present resources, choices, and also help identify decisions that need to be made and would follow up on other ideas. She noted that her goal is to make sure the Board is making directions that can be followed clearly and to be more of a facilitator by assisting conversations and providing background information. She explained that the Board needs to come together to make clear priorities and see what the resources are. They must be in tune with what the community and constituents want. She suggested that brainstorming and strategic planning can be done because it is hard to set goals without that type of structure. She explained that she would work out with the Board what role she would play in the event that goals are not easy to translate into an implementation plan. She pointed out that if the Board is heading in a direction that she believes is not beneficial to the Town, she would have her own opinion and if it didn't come to play in her professional world it is the board's direction. She advised she would put together a pro vs. con list so she could present opinions of the facts and details to help bring about a consensus. She noted that if she and the Board are not motivated in the same direction it is hard to operate effectively. She outlined that a Board of five members could have a large difference of opinions, and if given conflicting directions she would ask the Board to vote to give the direction of the the majority vote. She said she would encourage dialogue and consensus of the Board. She briefly outlined how encouraging consensus is possible on basic local issues, that people in the community can bring their voices to the select board which would need to keep deliberating to see where they agree.

Question #9: In a catastrophic storm, what actions will you take to ensure the well- being of residents before, during and after? Ms. Tabakin advised that she would get the Emergency Plan up to date so the Town doesn't have to figure it out when the storms come. She would identify the key people, the protocols, how to contact MEMA and put it all in a policy. She would promote programs, and have people trained ahead of time so they are not reinventing the wheel in an emergency. She noted that in an emergency new people coming in and having a core team that works collaboratively and out of their normal day together to set up communications is key. She stated that the Police Department works for the Town Administrator but in an emergency the Town Administrator works for the Police Department to make sure they get resources, whether it be communication, or procurement of funds. She said utilizing an online electronics communications system such as Code Red to get messages out to the

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citizens is important and she encouraged the Town of Adams to get this going. She advised she would utilize resources afterwards and work with the state to provide relief for the Town for damage and unexpected expenses. She said she hoped it would be insignificant enough not to impact the Town but significant enough to get the funds. She noted that Fire and Police Departments have to work hand in hand and have shared services in place from surrounding communities.

Question #10: *It was noted that over fifty percent of the housing stock is in rentals, and big box stores have impacted smaller stores. Local stores have to have items bought and niche stores need products that are unique and where there needs to be expendable income. Many open and fail, which puts a black eye on Adams. It was noted that the Town has changed over the years and is now a mini melting pot, which will need someone who will work to better bring everyone into the fold.* Ms. Tabakin thanked the Board for this information.

Question #11: *How do you see yourself in your relationship with the public in regards to functions that happen throughout the year, both professionally being respected in between? How do you see yourself out in the community of Adams?* Ms. Tabakin advised her drive from Great Barrington is fine, and an average commute. She noted she has a place to stay for late night meetings or bad weather, and is not looking to move right now due to the circumstances with her kids in school. She noted that on a daily basis there are complaints, issues, questions, queries, and problems that need a system to address. This requires solving the problems, informing the resident and prioritizing. She noted that good customer relations require having issues dealt with by email or phone. She expressed the importance of getting out of the office and being a visible part of the community to help residents have their voice heard and show that the Town Administrator is visible and responsive. She pointed out that collaborative meetings with school districts are extremely important and are during the daytime and easy to cover. She noted that the Town Administrator and Board of Selectmen members need to provide recognition to employees, support social services agencies and businesses, and give accolades events. Galas provide fundraisers for various entities and she advised she would go to key ones but doesn't prioritize fundraiser galas. She advised she would find as many ways possible to be visible, including writing briefings, being on a radio show, doing a Town Administrator update, and holding meetings to discuss various issues by schedule to get the information out ahead of time.

Question #12: *Ms. Tabakin inquired of the Board what the Board sees as community economic development and what is important to focus on.* Board Members advised that a focus on putting in a second corporate park in the near future and embracing possible economic opportunities in the downtown including the possibility of having market rate moderate apartments in downtown are priorities. It was noted that the downtown needs its own economy. Becoming a designation for outdoor enthusiasts was listed as a prime focus, and that the time for the Greylock Glen is now. It was noted that Interim Town Administrator Cesan and the Board have put the infrastructure in place for growth, and the focus on maintaining relationships with businesses in town to build the economy here is vital.

Question #13: *Ms. Tabakin inquired why Board Members enjoy serving on the board and what they love about Adams.* Board Members noted that serving on the Board is very difficult, and that members take a beating from the public. It was expressed that Adams was a good fit for one Board Member who came in from out of the area many years ago, and the downtown and the outdoor aspects were positive features. One member stated they wanted to be part of the solution, not part of the problem, and wanted to see younger people getting involved by setting an example for others. Working together as a Board

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for the common goal for the community as well as utilizing individual strengths was noted. The love for Adams and its people for a lifetime were expressed, as well as the love to give to the community through service on various Boards and Commissions over the years was stated. The local features, the farms and historical aspects and the ability to put the Town of Adams back on the map by harnessing its great potential were noted. One Member explained that it was important to make a difference and to support the departments such as the DPW which is out sometimes over twenty hour days during storms.

Steve Neratko: *Chairman Duval* reviewed the interview process and deliberation schedule and explained that at the end of the interview the candidate could ask the Board questions.

Question #1: *Why do you believe you would be successful as Town Administrator in Adams?* Mr. Neratko advised he spent the last eleven years in planning, community development, and engineering, and has served at a department head level or higher for the last seven years. He stated he has been working with community organizations, elected officials and developers to move forward in the community, and has a background in political science.

Question #2: *As part of the whirlwind tour, you were able to see town facilities and get a brief overview of the community. What do you see as challenges in the community in the next three years?* Mr. Neratko advised that the challenges are job and business growth, growing the tax base, and diversifying the economy. He emphasized the need for continued development in the downtown area for commercial and residential use. He noted that the Town has to reinvent itself, and can't have the same old retail businesses and experienced businesses need to do something there other than purchase goods. He explained that infrastructure is important, and Adams is in pretty good shape and plans to move forward but there is a need to take a look at long-term steps to be sure the infrastructure is in place for the community to survive. He advised that Adams needs to ensure that it is up to date by providing efficient governance. He said he observed that the tax rates have been going up for a while and would need to make things more efficient, look at operating procedures and work with neighboring communities.

Question #3: *Regarding the Town Administrator's relationship with the Board of Selectmen, describe the process of working with the Board of Selectmen to set goals?* Mr. Neratko advised he would move forward with the prioritizing process, and work closely with the Board of Selectmen in individual meetings and as a group to get as many people involved as possible to be collaborative. He noted he would work with other boards and community members as well. He gave examples of groups he put together in Dover of committees across the spectrum that included a Board of Selectmen member on them, and had back and forth communication to come up with ways for visioning to occur. He noted he would generally work with the Board and put together an economic development report annually that would have a plan and protocol for how things would go forward. If Board Members take a different direction, he said he would work to have open communication, to collaborate, and understand viewpoints to come up with a plan and move forward. He noted that it happens regularly that a Board Member requests something where other members are not in agreement. He advised that he will work with the Board to understand how they want to handle those situations. He gave his experience from Dover as having put a protocol together to talk and do research but not move forward until he has the Board's approval. He advised he created ten committees because it took time to understand what the projects in the community were. He explained that he designed work groups with the Board of Selectmen and finalized ten of them to assist him with his work and to assist the Board of Selectmen to

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prioritize projects, figure out the needs of the community, and to create solutions. He said they work to put together the plan for the year and present it to the Board of Selectmen.

Question #4: *After having interviewed people over the years, a person's heart is as important as their head. On the delicate path through life, events and occurrences shape who we are. A person's path may take many directions due to many influences. As a person ventures down life's path a once obscured thought, person, or happening has changed or solidified a view on a subject which is now in the realm of influence. Examples given were John F. Kennedy's quote "Ask not what your country can do for you but what you can do for your country" the Vietnam War, which brought out the need for peace and faith and Woodstock, which helped to form a belief that peace overshadows hatred and violence. Earth Day emphasized that there is only one planet that needs to be protected. A personal background was given as an example of experiences that shape a person. Given those examples, he asked the question "Who are you, and why?"* Mr. Neratko said that the biggest impact took place when he was in college going from one major to another. In another city near his college, a manufacturing steel mill town, a lot of the business went away and the resulting effect on the community was that people were not doing well. He said he found it difficult to see the community with such poverty and apathy toward government that they would provide necessary services. He noted that he immediately wanted to do what he could to help those people, and looked into employment possibilities. He said it pushed him into community development to improve conditions for people in the community he lived in. He took active role in boards, attended meetings, started taking political science courses, and became a better person to come up with solutions to better the community.

Question #5: *Regarding the Greylock Glen, what role do you see a Town Administrator in bringing this project to fruition?* Mr. Neratko advised the role of the Town Administrator is extremely important and it needs to be a major focus to complete the project. He noted that this has been an ongoing project for many years, with ups and downs over the years. He referred back to meeting folks, thinking online and in the community and taking an active role in what people are thinking in the community. He said he observed a little bit of apathy as to whether it is going to happen or not, and he would take the lead in community development in pushing this forward. He explained that he would make sure we have the right projects, would market projects to developers and make sure they have the necessary information to make them happen in the public and private partnerships.

Question #6: *The Town hears constantly that Adams has a beautiful downtown, and Community Development Director Cesan has done great work to expand it. There is not a Chamber of Commerce in this community but there is 1Berkshire, and it is positive that there are good things are happening to the north and south of Adams. When events are held by 1Berkshrie, the local Mayors and leaders from other communities are active. Looking at where Adams is in this county, and noting that other communities have more resources, with Adams being the third largest community, where is Adams? Where do you see Adams and where is it as a community in the county and working with other communities? What do you see that we can do to have businesses move into the community?* Mr. Neratko advised that he has always been in regional organizations wherever he has been. In the City of Dunkirk, NY there were major infrastructure improvements. He served on the regional planning board and on the board of the Town Committee in the Town of Dover, VT and has made it as well-known as possible that he wishes to be as involved as he can be. He noted that 1Berkshires is putting out a new plan and he would let them know he wants to be part of the Blueprint 2.0. He said that Adams needs to make it well known that the town is open for business. He advised he would have communication with

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the elected officials at the state level, and come up with a plan for certain industries to target. He explained that he would come up with brochures about why the Town wants to make this happen. He gave examples of what he did in Dunkirk, NY and how he needed to make it well known to the state government that Dunkirk needed business to occur. He stated he gave them the history, made phone calls, showed up at meetings, and made it well known what their needs were. They then put together packages for the town and he was able to get grant money for a number of projects.

Question #7: *Regarding employee relations, how would you plan to build relationships with employees, keep morale up, and prepare to put succession planning in place?* Mr. Neratko advised he would be collaborative because he believes in teamwork, and he would make that well known with the employees. He said he values employee opinions as they are the experts in their fields and he would lean on them for their experience. He explained that he would set goals, put in place employee plans for the year, and make his expectations very well known. He would hold a variety of meetings to keep up to date with departments and department heads to make sure they asked him the questions they needed as well. He advised he would find ways to get their input and make sure they know they knew their input is valued. He described himself as a positive person who enjoys working with people. He said he sets expectations and expects employees to meet expectations and have a good time getting the work done. He said he would ensure morale is high, keep positive attitudes, and offer possibilities during off-time to spend time together to find out where people are coming from and have a better chance of understanding each other and coming up with solutions. He noted that succession planning is always an issue as older people age out, requiring the need to find new people to take the spot. He said he believes in promoting from within whenever possible and if not he would find the right person. He explained that he would have a person going forward that would share the understanding as a staff member that the Town is here for the betterment of the community and if they leave to please let him know so he can have a plan. He noted that he liked to create the plan together when a person leaves a position. He briefly described the management structure in Dover, VT and that the Board of Selectmen managed the Department Heads. He explained that he is not currently managing staff at this time, but is prioritizing projects for the betterment of the community conditions in general. He noted that in the City of Allentown, PA he managed staff in the past, amounting to over eighty people. He stated he currently reports directly to the Board of Selectmen in his present job and represents the community at a variety of meetings. He explained that there is no Town Administrator or Mayor, and there is nobody to take on that role when someone is needed for that position he steps up. He described Dover, VT as having 1,500 residents, and as a ski community has 30,000 people in town now including those with second homes.

Question #8: *We found out about Big Y from the citizens. How do you combat the Board finding out items on social media or through the iBerkshires so we are not surprised?* Mr. Neratko advised that having a relationship with business owners is important and the last thing a town wants is to find out on social media about a business closing. He noted the importance of having one person as the point person for that information, which should be the Town Administrator. This person would be the face of the adversity, and being in the forefront to get the information and create a plan to move forward. For the Big Y facility he explained he would immediately start working with other grocery stores and put together a pamphlet to try to make a replacement business happen. He said he recognized that that grocery store is of utmost importance and he would take a very active role to understand what the businesses are going through. He explained how in Dover, VT he goes from business to business to check on how things are going and in this situation he would do that regularly and make it well known

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he is there for them. Regarding social media stories that get out of control, he advised he would gather information, maintain email communication with the Board of Selectmen, and keep databases of projects and all parties involved so everyone can see the same up to date information. He noted that the communication and the relationship between the Board of Selectmen and the Town Administrator are vital. The Board of Selectmen would have information as soon as they could possibly have it. He said he would be sure that the departments are as responsive as possible and he would make sure everyone had the same information so they all had the same answers.

Question #9: *In a catastrophic storm, what actions will you take to ensure the well- being of residents before, during and after?* Mr. Neratko advised that he would have a plan in place which would include the Department of Public Works and police to be sure everyone was on the same page. He pointed out that there is a way to make the decision by staying up to date on weather reports. He explained that with the representatives of the state the Town would have all the information needed to make decisions when the event happens. He said he would make sure the Town had the equipment needed ahead of time or know where to get it. He would put together plans as a group and be sure the individuals working on the storm communication would have a good understanding of expectations. He noted that they would be communicating with the public so they would need to understand what the Town is doing and why, so everyone is on the same page. He advised that regular updates would be given to the community, the Board of Selectmen, and employees to keep everyone up to date to make decision to move forward.

Question #10: *It was noted that over fifty percent of the housing stock is in rentals, and big box stores have impacted smaller stores. Local stores have to have items bought and niche stores need products that are unique and where there needs to be expendable income. Many open and fail, which puts a black eye on Adams. It was noted that the Town has changed over the years and is now a mini melting pot, which will need someone who will work to better bring everyone into the fold.* Mr. Neratko indicated he understood this information.

Question #11: *How do you see yourself in your relationship with the public in regards to functions that happen throughout the year, both professionally being respected in between? How do you see yourself out in the community of Adams?* Mr. Neratko advised that he would foster positive relationships with those in the public and he advised that he is professional and prides himself on being professional. He advised that while working for the community it is important for a Town Administrator to present themselves the best they can not only in the office but also when they are out. He described himself as a nice guy that gets things done. He said he believes that everyone in Town Hall needs to have a great interaction with the community and put on their best smile. He said he would implement a social media account and put out regular updates to plan how the Town is handling things. He explained that he would be very active in the community and attend events, being as involved as possible to put on the events. He would be active with businesses and the public and even in the grocery store would speak with people or make arrangements to speak with them. He stated he would have the people making complaints help him to find solutions. He said he would be there for those in the community and if he could not find the answer he would find out who could.

Question #12: *Mr. Neratko asked the Board what the interest is in moving forward with a Master Plan.* It was explained that the Town of Adams has developed many different types of plans over the years, is very involved with Berkshire Regional Planning Commission and recently put together the Strategic Plan with Interim Town Administrator. It was pointed out that the Town is a little behind with

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the needs for zoning, which is being worked on, and there is a need for an Open Space Plan, which is coming to its twilight. It was outlined that as a Board it is time to look at the Town Charter as time goes on. Mr. Neratko was asked how familiar he is with Massachusetts Laws since most of his experience is in Vermont, New York and Pennsylvania. Mr. Neratko responded that all of the states are very different, he is a quick learner, and he has been keeping apprised with what is going on in the Town of Adams and the Commonwealth of Massachusetts and how things are handled here. He said he has dealt with the Town Meeting situation so that is not a new problem, and he would be understanding of the nuances and as quickly as possible get up to date.

Question #13: Mr. Neratko asked if the Board Members if go to events and grand openings and take the time to show up. *Board Members* advised that they attend ribbon cutting events, luncheons at the Council on Aging and art openings and exhibits at the local art gallery. They are open to the public for any questions they have and if they don't know the answer they will get it. Board Members gave background of their history in the community, involvement in starting the Agricultural Fair, serving on other Boards and Committees. Involvement with the Adams Suffrage Centennial Celebration Committee was noted to put together the 2020 events honoring Adams being the birthplace of Susan B. Anthony and the town's history. Involvement with Berkshire Regional Planning Commission, and the Metropolitan Planning Organization were noted, and it was explained that Board Members serve on several sub-committees and serve as liaisons to a number of Town boards, committees and commissions as well as county-wide. Representation was listed on the Berkshire Regional Transit Authority Board and the Berkshire Flyer Committee as examples. Additionally, Board Members reported spending time maintaining relationships with neighboring communities and local organizations and businesses.

At 11:20 a.m. the Board took a ten minute recess and at 11:31 a.m. the meeting reconvened.

Jay Green: *Chairman Duval* reviewed the interview process and deliberation schedule and explained that at the end of the interview the candidate could ask the Board questions.

Question #1: Why do you believe you would be successful as Town Administrator in Adams? *Mr. Green* advised that he grew up in the Chicopee and Holyoke area and reviewed his college degree in Criminal Justice, service in the U.S. Air Force, and attendance in law school right after September 11th. He noted that this sparked his interest in public service. He served in the District Attorney's office in Northern Berkshire County, and as Chief Administrative Officer for the City of North Adams with Mayors Barrett and Alcombright. He explained that he then went to Amtrak, as he enjoyed railroading and has been a volunteer at Berkshire Scenic Railway. He pointed out that over the past eight years he has seen the development in the local towns and wants to collaborate and see the projects through for the Town of Adams.

Question #2: As part of the whirlwind tour, you were able to see town facilities and get a brief overview of the community. What do you see as challenges in the community in the next three years? *Mr. Green* said that after having an insightful meeting with business owners, one immediate challenge he observed was that there is a need for CAD drawing but there is no pipeline for training. He said this links back to economic development, and the assets we have in the schools can't be siloed because they are inextricably intertwined. He touched upon code enforcement, the balancing act required as a municipality versus the needs of the business owner, and potential negative impacts this has. He noted that he was impressed with the Town facilities, Police Department, Library and the Wastewater Treatment Plant plan to cycle in improvements for sustainable funding going forward.

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Question #3: *Regarding the Town Administrator's relationship with the Board of Selectmen, describe the process of working with the Board of Selectmen to set goals?* Mr. Green advised that he is very communicative. He would figure out a communication plan to provide information daily, weekly, and monthly to the Board of Selectmen. He explained that the members of the Board of Selectmen are the Chief Executive Officers of the community and he would work together with the Board, take and execute the Board's vision. He would work with the Board to gather information on where there are weaknesses and where he can make a difference. He was asked what he would do if a Board Member was not going in the direction he thought was supportive of the Town. Mr. Green responded that he hoped there would have been a conversation about it prior to that point, and sometimes it is important to agree to disagree. He expressed that the Board is the Chief Executive Office and he aims to execute what the board wishes as a collective. He clarified that if one or two members ask him to do something that the others may be opposed to, he would get explanations on why it is being done, and being sensitive to open meeting laws he would provide communication regarding the issue as to why he was doing or not doing something. He noted he would have to bridge the gap as a Town Administrator to provide for communication success.

Question #4: *After having interviewed people over the years, a person's heart is as important as their head. On the delicate path through life, events and occurrences shape who we are. A person's path may take many directions due to many influences. As a person ventures down life's path a once obscured thought, person, or happening has changed or solidified a view on a subject which is now in the realm of influence. Examples given were John F. Kennedy's quote "Ask not what your country can do for you but what you can do for your country" the Vietnam War, which brought out the need for peace and faith and Woodstock, which helped to form a belief that peace overshadows hatred and violence. Earth Day emphasized that there is only one planet that needs to be protected. A personal background was given as an example of experiences that shape a person. Given those examples, he asked the question "Who are you, and why?"* Mr. Green advised that he had always had the John Kennedy quote in his mind and that is why he was before the Board. He noted that in light of the Big Y information received on Thursday there is nothing to fear but fear itself. He said he recognized that the Adams community has tremendous potential, and is the underdog despite being the third largest community in Berkshire County. He noted that there will have to be individual businesses and projects. He said the Adams history is something to be proud of and it is important to come together to work collaboratively and collectively. He gave his personal background and that he does things from the heart because he wants to contribute and do his part. He explained that he wants to come closer to home and use his education to help this community move forward. Mr. Green gave some information about the Berkshire Scenic Railway, which was in existence since 1984, and pointed out that had it not been for the vision of Adams and Donna Cesan as Community Development Director, he was not sure what would have happened to Berkshire Scenic Railway. He took a moment to explain that Berkshire Scenic Railway is there today because it was done as a team together. He stated there is no reason the Town can't take that model and go forward to build a collaborative team and go forward with projects.

Question #5: *Regarding the Greylock Glen, what role do you see a Town Administrator in bringing this project to fruition?* Mr. Green advised he views himself as the moderator and principal cheerleader to drive collaboration with the project. He noted that he had the honor of opening a new Amtrak Station recently and bringing people together. He explained that the Greylock Glen is where it is at and his

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responsibility would be to fit into that by being on the same page to work through issues and work carefully with Community Development Director Cesan to make sure the Town's vision is executed.

Question #6: *The Town hears constantly that Adams has a beautiful downtown, and Community Development Director Cesan has done great work to expand it. There is not a Chamber of Commerce in this community but there is 1Berkshire, and it is positive that there are good things are happening to the north and south of Adams. When events are held by 1Berkshrie, the local Mayors and leaders from other communities are active. Looking at where Adams is in this county, and noting that other communities have more resources, with Adams being the third largest community, where is Adams? Where do you see Adams and where is it as a community in the county and working with other communities? What do you see that we can do to have businesses move into the community?* Mr. Green advised that he would be at the functions to represent the Town of Adams because it is important to make Adams visible. He said there is too much good in Adams that is not seen, and he doesn't see any barriers other than fear why Adams cannot achieve that. There are known structural barriers and the key is to sit down with the parties to make solutions. He emphasized the need for relationships with out to 1Berkshires, North Adams and other local communities, and described the relationships built with Mayor Tyer, Mayor Bernard and Interim Town Administrator St. John IV in Cheshire. He described building a regional relationship to be part of the community and the region, and to participate with the Berkshire Flyer Group to share his experience to help with transportation problems in Adams.

Question #7: *Regarding employee relations, how would you plan to build relationships with employees, keep morale up, and prepare to put succession planning in place?* Mr. Green explained that one of concerns he had would be succession planning and how to retain or recruit talent because Adams is not very competitive. He expressed concern about when Community Development Director Donna Cesan leaves, and how to find someone of her caliber. He advised that he is not sure of the status of the projects, and whether the Town can afford to bring in a more junior Community Development person. He said this position may impact the budget. He also noted that the Chief of Police has done an exceptional job, and will be dealing with a future retirement. He expressed a desire to look at the intentions of all staff and assess what needs to happen for hiring. A possible approach would be to bring someone in to work with Community Development Director Cesan for a while first. He suggested sitting with department heads to learn their jobs, strategically getting to know the person and what is going on in the department, learn their concerns and to be visible and collaborative, but not be heavy handed, and seek feedback. He said it is important to be an available, accessible Town Administrator working with everyone as a team and a lot will fall into place. He noted that the Town Administrator has a job, duties and responsibilities, as outlined by the Town Charter and the Board of Selectmen, and getting to know the jobs of the other departments. He said that some of the people that know the best may be the entry clerk person who sees what is developing in the public. He explained that he wants to get the lay of the land, understand the Town departments and be a resource for them. He stated he did not intend to make any changes for perhaps up to the first six months until he did this first.

Question #8: *We found out about Big Y from the citizens. How do you combat the Board finding out items on social media or through the iBerkshires so we are not surprised?* Mr. Green advised he would communicate in the best way, by email, text, or telephone. He pointed out that if Big Y would have communicated the first step would have been to get the information to the Board of Selectmen, then going over there. He said he doesn't view the Town Administrator as the sole person doing anything but more of a conduit of information, soliciting subject matter for Town staff, and presenting it

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to collective Board for a decision. He gave an example of an incident that took place on the train and said he felt compelled to reach out to everyone because of the nature of the event. He stated he likes to work in a collaborative environment because together there is strength. He noted the importance of keeping the Board informed as they are the direct answer to constituents.

Question #9: *In a catastrophic storm, what actions will you take to ensure the well- being of residents before, during and after?* Mr. Green advised he was pleased to see that the Town had information regarding calling a State of Emergency, and had worked with MEMA as an incredible resource. He praised the shelters here and utilizing NIMS and ICS, and stated he hoped to have a good relationship with the Police, Fire and Emergency Management, as well as possibly opening up at a state level. He explained that if the Town prepares appropriately and identifies where issues are, resources can be outlined in advance for grant money to mitigate problem areas if needed.

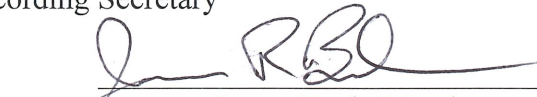
Question #10: *It was noted that over fifty percent of the housing stock is in rentals, and big box stores have impacted smaller stores. Local stores have to have items bought and niche stores need products that are unique and where there needs to be expendable income. Many open and fail, which puts a black eye on Adams. It was noted that the Town has changed over the years and is now a mini melting pot, which will need someone who will work to better bring everyone into the fold.* Mr. Green advised that he understood the complexity and anticipated being successful in this endeavor.

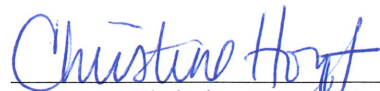
Question #11: *How do you see yourself in your relationship with the public in regards to functions that happen throughout the year, both professionally being respected in between? How do you see yourself out in the community of Adams?* Mr. Green emphasized that this is part of the job, and he expected to be attending events even if it makes for long hours.

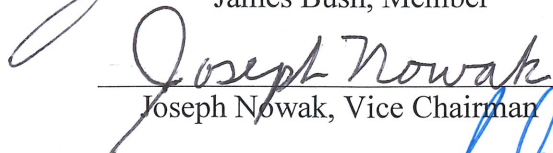
Chairman Duval outlined the next steps in the process.

ADJOURNMENT: Motion made by Member Bush to adjourn the meeting, second by Member Blanchard. Vote: Unanimous. Meeting adjourned at 12:20 p.m.

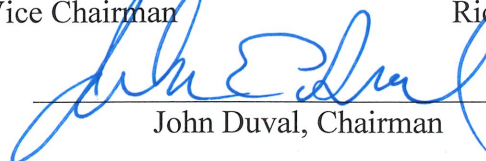
Respectfully Submitted by Deborah J. Dunlap,
Recording Secretary


James Bush, Member


Christine Hoyt, Member


Joseph Nowak, Vice Chairman


Richard Blanchard, Member


John Duval, Chairman