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## May 27, 2015

AGENDA  
BOARD OF SELECTMEN  
MAY 27, 2015

**4:00 p.m. – Convene Meeting – Waquoit Meeting Room – Mashpee Town Hall**

**PLEDGE OF ALLEGIANCE**

**NEW BUSINESS**

- Town Manager Candidates Interviews:

4:00 Peter Johnson-Staub

5:30 Ron San Angelo

7:00 Rodney Collins

**EXECUTIVE SESSION**

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Present: Selectman Cahalane, Selectman Sherman, Selectman Gottlieb,  
Selectman O'Hara, Selectman Cotton

Meeting Called to Order by Chairman Cahalane at 4:00 p.m.  
Waquoit Meeting Room, Mashpee Town Hall

**NEW BUSINESS:**

**Town Manager Candidates Interviews:**

The Board of Selectmen continued to interview the final candidates recommended by the Town Manager Screening Committee for the position of Town Manager.

The format for each candidate was given equal consideration.

Peter Johnson-Staub:

Peter Johnson-Staub, a resident of the Town of Sandwich, MA has worked for the Town of Yarmouth serving as the Assistant Town Administrator for the past fourteen years. Prior to this position Mr. Johnson-Staub was a Management Analyst for the Towns of Andover and Lexington. He holds a Master's degree in Public Administration from The American University and a Bachelor of Arts in Government from Cornell University. When asked as to how Mr. Johnson-Staub would manage his first 90 days as town manager in the Mashpee community, and his feelings of attending community events, Mr. Johnson-Staub indicated that it is his intention to meet with the department heads, and get out into the Mashpee community. To better represent the community, there is a need to get out into the community to develop a relationship with the citizens of the town. Mr. Johnson-Staub stated that he would combine all of the approaches to bring the community out of their comfort zone. This would include expanding the use of electronic media to make announcements and disseminate information to the public in a timely and direct manner. In discussing the issues facing Mashpee regarding opiate abuse, Mr. Johnson-Staub indicated there are a number of ways to address the impacts and to prevent the usage. Mr. Johnson-Staub stated that education is an important part of the process.

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Peter Johnson-Staub: (continued)

Mr. Johnson-Staub indicated that he previously served as the interim Town Administrator for the Town of Yarmouth. He has worked closely with department heads, and is familiar with roles between the Board of Selectmen and staff. Mr. Johnson-Staub stated that his is looking for stability, and if awarded the position, it is his intention to remain in this role for a long time.

When asked about interaction with superintendent and school budget Mr. Johnson-Staub stated the approach would be a pleasure. Opportunities recommended to review include combined finance, and management in collaboration with the town.

Mr. Johnson-Staub stated the perfect model begins with goal setting with the board of selectmen. The town manager then builds a budget, and introduces the budget to the finance committee while working through process, policies and priorities. The budget would then be delivered to the board of selectmen and then to town meeting.

It was noted the Town of Mashpee is well managed. When asked of his philosophy with respect to public spending Mr. Johnson-Staub indicated that if it is deemed a priority, he has efficiency skills to keep the taxes down, streamline processes, and work towards developing new fees without impacting services. Mr. Johnson-Staub indicated that change and creativity will limit taxes, and reduce contractual services costs, etc.

In discussing the capital improvement process, Mr. Johnson-Staub indicated that he would submit instructions and guidelines to department heads and develop funding targets with department stakeholders. Mr. Johnson-Staub explained that good communication essential.

In review of the DPW and reducing cost constraints, Mr. Johnson-Staub stated that utilization of the in-house workforce has proven beneficial in the Town of Yarmouth. Most in-house projects are conducted on a seasonal basis, as DPW assistance is crucial to the town during the growing months.

With regards to wastewater management Mr. Johnson-Staub indicated that it is an important challenge. Mr. Johnson-Staub stated that he has ideas and knowledge. It was suggested that financing be fully explored including wastewater fees, water fees, and betterments.

In The Town of Yarmouth, the comprehensive wastewater management plan is coming into fruition, but the price tag was high. Mr. Johnson-Staub indicated that he felt his representing town did not start soon enough on education, dialogue and the public process.

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Peter Johnson-Staub: (continued)

Email access was noted as a favorable mode of communication to the board of selectmen for less complicated matters. Immediate notification would require a meeting informational packet, and the agenda for all members to have a conversation about an important matter. Mr. Johnson-Staub indicated that he would meet with all board members individually as it is important to have a relationship with all board members. With the Open Meeting law, the information shall be shared with all members.

As town manager weekly meetings would be held with direct report department heads. Other department head meetings would be held on a monthly basis. And, with the entire management team at least one time per month.

Mr. Johnson-Staub noted that he may form cross departmental teams as well.

Regarding management style, Mr. Johnson-Staub indicated that he communicates well, has a great character with leadership style strength and is direct in communication. Mr. Johnson-Staub stated that he is not particularly easy, but he is well liked.

Mr. Johnson-Staub indicated his strongest technical strength is finance. He enjoys people and likes to work with people and manage. Mr. Johnson-Staub stated that he is looking forward to speaking to the public and to be out in the community and realizes that it is not a nine to five job. As town manager he is looks forward to attending a rotary event, a high school function and using social media, and other opportunities to communicate to the citizens. Mr. Johnson-Staub indicated that every department should look at capturing email addresses, and review various opportunities to market and demonstrate how to increase the support of the community and convey an understanding of the value that town services provide.

Mr. Johnson-Staub indicated the he would like to deliver to the board of selectmen that he is excited about this opportunity, the professionalism and the known stability between the board of selectmen and town manager. This is the first town manager position that he has applied for. The timing is good, and Mashpee is a wonderful community in a great fiscal position, with a solid position in the schools. Mr. Johnson-Staub added the natural resources are beautiful, and the municipal facilities are wonderful.

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Ron San Angelo:

The Board of Selectmen interviewed Ronald San Angelo who holds a successful track record in all areas of town administration. Mr. San Angelo currently serves as town manager for the Town of Hanson managing a \$22 million budget with 100+ employees.

Additionally Mr. San Angelo served as Mayor for the Borough of Naugatuck, CT, and spent ten years as a State Legislator in the Connecticut State House of Representatives.

If he were selected as the Town of Mashpee Town Manager, Mr. San Angelo the first 90 days would be considered a learning curve. There is a need to understand the board of selectmen's goals and direction. His job would be to administer policy set forth by the board of selectmen. He would then meet with employees and department heads to review their goals. Team Management practices would be used in the approach and to accomplish the goals and objectives. Mr. San Angelo indicated that dialogue would begin with an open flow of communication bringing forth an open policy decision.

Prior to the interview Mr. San Angelo stated that he has been reviewing Mashpee's budget and wastewater management plan. With regards to the wastewater plan, Mr. San Angelo indicated that he has reviewed the draft plan, and realizes the importance to protection the watersheds and noted that it can be reasonably expected the matter will be court ordered to achieve compliance. In the process the plan including financing options would be reviewed with the players. Mr. San Angelo recommended maintaining involvement with the stakeholders and citizens in the process. Noting that he is aware of the regionalization aspect to reduce costs, there are bid issues, along with long term and significant costs with regards to managing your own wastewater treatment plant. He would assist the Mashpee community in determining what would be the best financial options setting aside money for long term maintenance costs. The process involves working with those drafting the plan and its scenarios and reviewing the cost benefit analysis of each engineering option and potential plans. It was recommend the board of selectmen, and sewer commission to be involved and make recommendations to the public.

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Ron San Angelo: (continued)

Several successes profiled by Mr. San Angelo while serving in the Town of Hanson includes the institution of the pay-as-you-throw program. Hanson is similar to Mashpee as there is only a transfer station with no curbside collection. The PAYT plan negotiated contracts for hauling and tipping fees. It involved meeting with Waste Zero, the transformation of current transfer station, and the timeline for single stream recycling. The proposal included a timeline, a media plan, educational outreach, and a cost benefit analysis between the different options.

The Hanson program cost for bags is \$2.00 and \$1.25 respectively. The final determination instituted the PAYT program without charging a fee for the transfer station. Mr. San Angelo stated that it was not an easy road, but it has been a tremendous success and a huge savings for the Hanson community.

For transparency Mr. San Angelo noted that he holds his own public access show, and invites guests, to educate the public. This was successful in instituting the PAYT. During this time representation from the DEP and from WasteZero were interviewed in the televised program. Mr. San Angelo indicates that he communicates well through public access, and with Facebook, press releases, and radio coverage. The more that people know the better support he would gain. Mr. San Angelo explained the added communication makes it easier for residents to support solutions and provide opinions. Communication is deemed the key. In Hanson, Mr. San Angelo meets regularly with selectmen members on an individual basis to review the goals and objectives. However, it is the full board that makes the final determination. When working in government, everything is by consensus. To relate information at a board meeting is dependent upon the importance and the size of the issue. In daily operations communication with selectmen members can vary to their needs. Mr. San Angelo has an open door policy. Selectmen are able to hold discussion on a one on one basis. The use of email is a good way to communicate. Important issues may warrant direct phone calls.

When asked about participating in the budget process. Mr. San Angelo indicated that details are discussed with the finance committee. If a budget is well explained, it generally works well. The goal of Town Meeting is to have consensus, and for all to be consistent in support of the warrant. Mr. San Angelo noted the Town of Hanson town meetings are usually well-attended. When things run smooth, less people attend. Controversy in his opinion tends to drive Town Meetings.

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Ron San Angelo:

Prior to Hanson Town Meetings, signage is placed at Town Hall, notice is conveyed electronically, via Facebook and large topics are aired during the public access show. The Town of Hanson holds a preparation town meeting, a dry run to discuss the issues about one week before town meeting. The preparation town meeting is televised and review of the warrant is provided in summary form. Motions are read, and town counsel in attendance to answer questions. Mr. San Angelo indicated that he wants people to care and to be well informed.

With regards to the CIP, the Town of Hanson develops a 5 year plan capital improvement plan which includes a 10-year capital facilities plan. Work is conducted to prioritize projects, develop capital needs, and analyze projects and funding with department heads. The needs and priority items are discussed with the board of selectmen. The town manager works with the town accountant to develop an affordable financing package. With roads, the highway supervisor plans the long term improvements and discusses capital needs for equipment, and trade-ins. With Police Department a replacement plan is developed. The police department utilizes a lot of SUV's, leasing vehicles vs. the outright purchase of vehicles. The fire department process is similar to the police.

Mr. San Angelo indicated that he has experience in the negotiation of contracts, and has never been to arbitration. In the process he would negotiate, and inform the board of selectmen of discussion regarding the proposals. Mr. San Angelo stated that he likes to be straight up and honest with union negotiations, and that it is a give and take process. Grievances should only be where this is a grey area. Union negotiations should also be done in a very professional and position manner.

Mr. San Angelo noted that he is certified in project management and intends to work in a team approach, and not micro-manage. With regards to a performance evaluation, Mr. San Angelo asked if it is outstanding that you do your job. The reply was no. It is extraordinary when you go outside of your job. In looking for department heads to improve on their job performance, Mr. San Angelo stated he would arrange monthly meetings and incorporate a lot of communication.

Commenting on reorganization, Mr. San Angelo indicated that he created an HR Department. He built it from scratch, and saved a great deal of money in legal fees. Seventy percent of this department was created by a reduction in legal fees.

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Ron San Angelo:

In closing, Mr. San Angelo stated that at the end of the day, the selectmen have an important decision to make.

Mr. San Angelo has over 20 years of government experience and does not need on the job training. Mr. San Angelo indicated that he enjoys talking with people, and has a tremendous record with respect to this regard. His integrity stands straight forward and honest. He loves community service. Mr. San Angelo added that it is rewarding to build a new park, see new computers in school, and incorporate anti-drug programs in schools. Mr. San Angelo stated that if he is hired he would be bringing his family to the community and would be involved in every aspect of Mashpee.

Recess 6:10 p.m. - Meeting reconvened 6:30 p.m.

Rodney Collins:

Rodney Collins, a resident of the Town of Mashpee and Chief of Police since 2005 showed his distinct ambition and enthusiasm for the position of Town Manager for the Town of Mashpee.

Mr. Collins studied business administration while attending Plymouth State College, St. Anselm's College and McIntosh College. He has attended numerous supervisory and command training courses receiving specialized and advanced training in legal issues, labor issues, and personnel issues, budget control, internal affairs and tactical communication.

Approximately fifty citizens were in attendance in support of Mr. Collins and his appointment.

Mr. Collins indicated that his father was from the greatest generation, and in his youthful years, he instilled in him that you do not take the assumption that you are entitled to anything. Mr. Collins stated that with this job, he is not entitled. He has to earn it. Mr. Collins indicated that he gives credit to former chiefs of importance and significance having transferrable skills and properly trained employees grooming number two to be number one.

Mr. Collins emphasized the significance of professional development.

When asked as to what is his philosophy, and leadership style Mr. Collins stated, do your job and you will rise to the top. As town manager he would be empowered to do the job. In review of his profile, Mr. Collins indicated he has been accused of the term; micro- manager. He prefers to call this assumption, attention to detail. Chief Collins stated that in his job as town manager, he would not be a micro-manager. However, it would be likely that he would conduct occasional inspection and compliance checks as it is his responsibility to make his employee's look their best.

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Rodney Collins: (continued)

When asked of community involvement, Chief Collins indicated he anticipates being very involved. As a resident of Mashpee, he interacts with the community quite frequently, and does not turn people down with a question.

Mr. Collins indicated that he enjoys living, working, playing and shopping in Mashpee. Mr. Collins was asked

how he would go from being the peer of department heads to being their boss. Mr. Collins replied that he would build respect, expand knowledge of precise details, and hold regular department head meetings.

Regarding communication with the board of selectmen would depend upon varied circumstances. It is expected the board of selectmen would draft perimeters of preference regarding notification.

As Chief of Police, Rodney Collins has attended many community events and holds an outstanding reputation in the Town of Mashpee. Mr. Collins was asked as to how he would change this perception to discuss matters other than the police department. Mr. Collins made note of his willingness and his work ethic, to research, and meet with key players to review viable options and matters related to town government. With the role of town manager, he would facilitate ideas and make recommendations. Mr. Collins indicated that it is critical to stay on top, to keep board of selectmen informed on the pulse of the community.

Discussion followed with respect to the opiate problem. Mr. Collins stated that he has been active, meeting with the DA, the Sheriff and others to make progress. Chief Collins added the implementation of narcan has given the town the ability to save lives.

With regards to financial management, Mr. Collins indicated the bottom line derives from the board of selectmen, the elected representatives of the people of the Town of Mashpee. As town manager, Mr. Collins stated that it is his intention to maintain open and direct communication with the finance committee and to meet regularly with the department heads to review what the town is able to afford, and try to make it work. Mr. Collins added that maintaining an open line of communication to keep the board of selectmen informed of budget issues is essential as is garnering legislative officials for support.

In review of service delivery and reorganization, Mr. Collins stated that it is important to maintain a smooth flow chart. It was noted the Harbormaster and Shellfish Departments, and Animal Control Officer was recently and successfully transferred to the Police Department for efficiency.

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Rodney Collins: (continued)

Regarding unions and negotiation, Mr. Collins indicated that it is very important to have a good working relationship having mutual respect, to be reasonable and to compromise in a civil manner. He would begin with the board of selectmen perimeters, and department heads input on language changes. Negotiations should start early with the perimeters set forth by the board of selectmen.

Mr. Collins indicated that he would continue with the current town manager's approach keeping a tight and strong-hold on finances. Mr. Collins indicated he father was tight on finances and he is a firm believer on fiscal conservatism. Mr. Collins reminded the board that he is a taxpayer as well.

In discussing goals and objectives Mr. Collins indicated they need to be reasonable and attainable. Goals should be realized, and attributed to an action or inaction. In the police department, direct reports are assembled on a monthly basis. The data that is compiled highlights the activities in each department.

When asked of his management style with department heads Mr. Collins stated he would interact with key department heads on a weekly basis. With other departments, meetings would be held on a monthly basis.

Internal issues are the responsibility of a department head. Mr. Collins indicated he would maintain an open door policy with the board of selectmen and department heads. This does not apply to employees unless there is a complaint regarding a department head.

With regards to the capital improvement program, Mr. Collins noted that in 2005 there was no plan for police department vehicles. Mr. Collins recommended a vehicle replacement plan which was adopted by the CIP. It is his recommendation to maintain the CIP budget level, with the institution of a 10 year plan.

To conduct DPW projects in-house or contracted is dependent on cost effectiveness and timeline constraints. As the Town Manager Mr. Collins indicated he would not hesitate to instruct the DPW to rectify a safety issue.

A potential change that may be implemented by Mr. Collins if he is selected as town manager would be developing a set of rules to provide guidance for each department for required professional or prohibitive conduct.

Communication is the key. Mr. Collins indicated that he has a visible presence living in the Town of Mashpee and that it is important to take the pulse of the community and provide it to board of selectmen.

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Recess: 7:24 p.m. Meeting resumed: 7:40 p.m.

Discussion regarding the Interview Process:

Chairman Cahalane opened the discussion regarding the interview process.

It was noted that at least two to three candidates did not seem to be the right fit for the Town of Mashpee. It was agreed that Rodney Collins interviewed well, and is widely known in the Mashpee community and as Chief of Police.

It was agreed that Peter Johnson-Staub, the Assistant Town Manager for the Town of Yarmouth had a great presentation as well.

Both Rodney Collins and Peter Johnson-Staub would be a good fit as town manager.

Selectman O'Hara indicated that any one of the candidates could step in as town manager. However, in his heart, and in Rodney Collins heart as well, the way Mr. Collins feels about Mashpee, and how he looks out for the residents, Rodney Collins is a town resident, and he is about the town.

**Selectman O'Hara made the motion to offer Rodney Collins the position of Town Manager for the Town of Mashpee.**

As discussion continued it was agreed that all five candidates could all do the job. Although there was no question, the heart and sole of Mashpee did lie with Rodney Collins.

The Town Manager Screening Committee has been working on this endeavor for almost three months. It is important when you began thinking of the process of what you want and thinking through the candidates on how well they fit the mark. Not one of the candidates hit the mark for all. Then there was a question of the fit. With change, you are going to create some risk. In thinking of the balance of taking someone outside of the community that would have value, and the learning curve of what we are all about, and having an in-house candidate that may not have the broader experience, what would be the best fit for Mashpee.

In reviewing this matter further, Selectman Gottlieb urged the Board to not vote tonight. Selectman Cotton agreed. There was concern to with respect to transparency and allowing the Board of Selectmen adequate time to fully grasp the interviews of the respective candidates.

To make the process a clean hire, it was recommended the Board defer action to its regular meeting on Monday, June 1, 2015.

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Discussion regarding the Interview Process:

**Motion seconded by Selectman Sherman.**

Discussion followed. Feeling open-minded and strongly about the appointment, Chairman Cahalane proceeded with the vote.

**VOTE: Unanimous. 5-0.**

**Roll Call Vote:**

<b>Selectman Cahalane, yes</b>	<b>Selectman Sherman, yes</b>
<b>Selectman Gottlieb, yes</b>	<b>Selectman O'Hara, yes</b>
<b>Selectman Cotton, yes</b>	<b>Opposed, none</b>

It was unanimously agreed the Board of Selectmen would re-affirm their decision to appoint Rodney Collins as Town Manager at the next scheduled Selectmen's Meeting.

Adjournment:

**Motion made by Selectman Sherman to adjourn at 7:50 p.m.**

**Motion seconded by Selectman O'Hara.**

**VOTE: Unanimous. 5-0.**

**Roll Call Vote:**

<b>Selectman Cahalane, yes</b>	<b>Selectman Sherman, yes</b>
<b>Selectman Gottlieb, yes</b>	<b>Selectman O'Hara, yes</b>
<b>Selectman Cotton, yes</b>	<b>Opposed, none</b>

Respectfully submitted,

Kathleen M. Soares  
Secretary to the Board of Selectmen