

## HOLLISTON BOARD OF SELECTMEN

July 23, 2014  
2:30 P.M.

Selectmen's Meeting Room  
Town Hall

Present; Kevin Conley, Chairman; Jay Marsden, Vice Chairman; Jay Leary, Clerk; and Paul Le Beau, Town Administrator.

### MR. LEARY MOVED TO APPROVE THE FOLLOWING WARRANT

15-04	GENERAL WARRANT	\$119,430.34
	MEALS TAX (220)	\$ 42.15
	PERFORMANCE DEPOSITS (801)	\$ 250.00
	AGENCY (890) VETERANS DISTRICT PAYROLL	\$ 1,086.51
	GENERAL PAYROLL WARRANT	\$111,114.14
	TOWN PAYROLL	\$112,200.65
	TOTAL PAID WARRANT	\$231,923.14

### ACCOUNTANT'S NOTE:

ACCRUED DEDUCTION LIABILITIES NOT PAID	\$ 26,944.68
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### TREASURER'S NOTE:

WIRE TO HEALTH INSURANCE TRUST	\$ 16,323.65
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**THE MOTION WAS SECONDED BY MR. MARSDEN. ALL IN FAVOR.**

### COMMENTS FROM THE BOARD

Mr. Leary said that a young child went missing and he wanted to thank everyone who was involved in locating him. He said that the Police, Fire, State Police and the neighbors were involved in the search.

Mr. Marsden said that they all worked together as a team and it was a great success.

Mr. Conley said that we have the right people in the right place.

There were no comments from the audience

### DPW DIRECTOR INTERVIEW

J.T. Gaucher was first to be interviewed. Mr. Conley thanked Mr. Gaucher for coming to the interview. Mr. Gaucher said that he understands that Holliston is looking for their first DPW Director. He said that he has been a long term Director. He said that he has made some great changes in the different Towns that he has worked in. He said that he has a lot of experience as a Director. Mr. Conley asked Mr. Gaucher what his strengths and weakness are? Mr. Gaucher said that this would be a merger of the Water Department and the Highway Department that they would have to work together. He said that there would be an umbrella that the departments would work following a work plan. Mr. Conley asked what side would you be stronger on the Water or the Highway. Mr. Gaucher said he would be strong on both sides. He does not have any water licenses, but he has been in-charge of Water Departments in Woonsocket, Hopkinton and Webster. He said that he established a water master plan. He said that he was the one in charge. He made all the decisions about the budget as well. Mr. Conley asked how would you merge the two departments together? Mr. Gaucher asked if the Water Department had an

enterprise account? Mr. Le Beau said yes. Mr. Gaucher said that the Water Department would operate under a different budget. He said that there will be times when there is overlap. He said that some Water staff could plow in the winter or sand. He said that Highway staff could help with a trench that was being dug for a water service or repair. Mr. Conley asked if Mr. Gaucher had any experience in searching for grants. He said yes. He forwarded a list of all the grants that he had worked on. He said he was able to get sewer construction grants and sewerage hookup grants. Mr. Conley asked Mr. Gaucher if he believed in the process? He said yes all the way down to the Capital improvement. He said that you have to keep the books in order to make sure that you are spending on the correct items. Mr. Conley asked if Mr. Gaucher lived close to Holliston in-case there were an emergency? He said that he can make it to Holliston in 30 minutes.

Mr. Leary asked why do you think you will be the best person for the DPW Directors position? He said that he has a lot of experience. He said that everything that was in the job description, he has done and done it well. Mr. Leary asked what makes you strong on the Water side with-out the proper licenses? He said that he knows the principles of water and how it works and the many different sides of it. He can run a treatment plant and has worked in a waste water treatment plant. Mr. Leary asked what was his biggest professional challenge as a DPW Director? He said that one of his biggest challenges was in the Town of Hopkinton. He said that they had a dam project that was partially funded by a grant, and the estimate on the construction was short of the grant funding, they were able to re-analyze the project and apply for Chapter 90 funds. He said that there was also Community Preservation funds available. They were able to complete the project with a lot of help from different groups. Mr. Leary asked about him about his management style. Mr. Gaucher said you lead by example, with an open door policy. He said that if there was a problem come in and talk to him so that they can get it resolved right away. Mr. Leary asked what do see in the future for the DPW? Mr. Gaucher asked if there was an administration staff in place or would a staff be hired? They would be merged together so that their abilities were used in the proper form. He said that there would have to be someone in place to do the purchasing of items that were needed. He said that they would keep a list of complaints and go through them as soon as possible. He said that he has looked at the budget, but would like to go over it line by line. Mr. Leary said that Mr. Gaucher has had both municipal and private experience. What has been the most rewarding? He said that he likes to get things done so that the public appreciates it. He said that they always get a lot of complaints after a storm. He said that you address them all. And next storm, you do a better job. He said that he likes to start a project and likes to see it completed without any issues. Mr. Leary asked if Mr. Gaucher were appointed as the new DPW Director, how soon could you start? He said any time. Mr. Marsden said that we charge all residents for water and then we put a water ban in place for the summer. How are we going to make money? Mr. Gaucher said that he was able to read over some of the meeting minutes for the Water Department and he the said that he read about the forming of the DPW. He said that in the minutes, it was noted that they are missing about 20% of the water. He said that is a large factor of missing water. He said that you can't bill if you do not know where it went. He asked if the Water Department has a master plan or a water study for improvements? He said that if there is a water ban in place you have to be the water police and give them a fine. We are to conserve water.

Mr. Marsden asked about pipe replacement will the state help the town or are we on our own. Mr. Gaucher said it is expensive. He said a water master plan would be helpful and it would be a start. He

said that the plan would have how old the pipes are and areas that are prone to breaks. He said that it would be great to have a level funded program that we can put back the funds every year to do the work. He said that is very expensive to replace pipes. Mr. Marsden asked if he liked to out-source? Mr. Gaucher said that he has been involved with contract negotiations and investigations he said that sometimes it is easier for the Town but it could be more expensive. He said that we have to have a good plan in place to repair a treatment plant just in case. He said that he likes to keep the equipment up to date. Mr. Marsden asked about Mr. Gaucher's technology skills? He said that we have a high-end technology system. He said that he has worked for other town have invested in technology that did not do what it said it would do. He likes to investigate anything new that comes along.

Mr. Le Beau asked what Mr. Gaucher's role been on a union negotiation? He said that he has managed union contract and he has set forth the ground rules in a contract. Mr. Le Beau asked how did he do the staff analysis in the town of Lynn for the DPW. Mr. Gaucher said that was something that he told the Mayor that he would do when he started. He said that the DPW was an old set up with only 47 staff members. He said that they had crews that were specific staff assigned. He said they looked at each position and the work that was done. He said that they were able to move a few staffers around and a few were promoted. He said that because they did that, they were able to fill more crews and get more work out of the employees. Mr. Gaucher said that because of this, they provided excellent customer service. He said that they kept a log of all the customer complaints and reviewed it several times. They were finally able to resolve most of them right away but a few had to be explained that it was on the plan for the future. He said that if he was the DPW Director he would meet the staff first in a group and then one on one and get their feedback on what they like to do or not do. He said that he has been doing this for a long time.

Mr. Conley asked if Mr. Gaucher's pride would ever get in the way of a decision? He said no. Mr. Conley said that Holliston has several offices in different locations. Mr. Gaucher said that in the Town that he has been working in they have seven different locations. He said that it is best to have everything all under one roof, but in some cases it will not happen. Mr. Conley asked if he got down in the trenches? Mr. Gaucher said yes. Mr. Conley asked if he gave out orders from the office or was he out in the field? Mr. Gaucher said that he is out in the field. He said that there is a lot to do in the office but field work is very important. He also said that he likes to start the day with meeting with the supervisors.

Mr. Gaucher thanked the Board for their time and consideration.

Paul Keane, was next to be interviewed

Mr. Conley asked what would your strengths and weakness and the challenge in Holliston? Mr. Keane said he did not evaluate the Town because he did do some research but does not know what is happening in Town. He said that he has seen some issues with the water system. He said that he would like to maximize the manpower in the Highway Department. He said that he could be a big help. Mr. Conley asked if he would be stronger on the Highway side or the Water side? Mr. Keane said that he does not have any water licenses but he has over 29 years of experience in water, sewer and

engineering. He also said that the Park Department and Cemeteries were included. He said that he started as a laborer as a young man and went up the ranks. Mr. Conley asked how would you blend the two departments together to form a DPW? He said first he would want to do what the community expects from a DPW. He said you just can't come in to change things you have to manage by walking around and get to know people. He said he would find out the likes and dislike of the staff and put them in a position that the Town would benefit. Mr. Conley asked if he had any experience searching out grants? Mr. Keane said some. He said that the town that he works in has a department that does the grant writing. He said that a few of the grants that they received were received in the middle of the fiscal year, but it had to be spent before the end of the fiscal year. He said there was not a lot of time to get things done. Mr. Conley asked if he believed in a process? He said yes, you have to have a staff to work on the union contracts. He said that they need to follow the rules. He said that they have to work with community leaders for the level of services. He said that this is about customer service. Mr. Conley asked if Mr. Keane lived close to Holliston in case there were an emergency? He said he lives in Walpole just about 15 miles.

Mr. Leary said that we are excited to have a new DPW and the challenge of merging the Water and the Highway together. Mr. Leary said that there will be challenges along the way. He said that we need pipe replacement and keeping the roadways going with chapter 90 funds. How would you make things work? Mr. Keane said that he would have to get to know the community. He said that he would meet with the staff and see if more staff is needed. He said that you can't get a lot done with 25 people. He said that if you have a pipe crew installing a new piece of pipe, you can't call them off to go pick up a dead animal or move furniture. He said that the work needs to be done. He said that if a contractor was hired to replace the pipe, they would not be called off the job to do something else. And they do not get paid until the work is finished. He said that sometimes you need a contractor to perform the work. He said that there are advantages to hiring from the outside. Mr. Keane said that in Gloucester he was responsible for the replacement of five miles of water pipe in a tight neighborhood. He said that construction took two years. The cost was seven million dollars. Mr. Leary said that is just about one million dollars per mile. Mr. Keane said that this project was done by a private contractor. He said that there is another project going on and it is a few thousand feet but it will cost more because it is in a business area and there are business on both sides of the street. He said it would cost more and take about six to eight months to complete. He said that it includes water pipes, sewer pipes and hydrants. He said that they fire hydrants should be inspected and repaired if needed. He said that he was driving through town and said that we have at least three different types of hydrants. He said that he read in the paper about a hydrant that was broken, he said that public safety comes first. He said that it should have been repaired sooner. Mr. Leary asked what is Mr. Keane's management style? He said that he has done everything that a staffer would have to do. He said that when you deal with staff, you have to keep an open door policy. He said that he would like to deal with a problem as soon as possible rather than later because it can turn into a huge problem. He said that he has his own rule that he would treat everyone the same. Mr. Leary said that Mr. Keane has a great deal of experience in the private sector. Mr. Keane said just about half and half. Mr. Leary asked him what he liked better public or private sector? Mr. Keane said that he likes the public works because you can get things done, in the private sector you can do different projects. He said that the public sector you get to do different things and meet different people. He said in the end you can only take a project so far. Mr. Leary asked about Mr.

Keane's experienced with the DEP? He said that he has worked with them in the private sector with permits for septic systems. He said that in Dedham, he had a problem with a chemical that was in the ground and he and the Selectmen and Town Administrator were able to work with the DEP to correct the problem.

Mr. Marsden asked if Mr. Keane liked working with outside contractors? He said yes. He said it is not to hurt the staff. He said that productivity comes first. He said that with the departments so small, they should be used for the small stuff and emergencies. He said to hire a contractor for the big projects.

Mr. Le Beau said that Mr. Keane was part of labor negotiations with the union in the town of Dedham. Mr. Le Beau asked how did it work? He said that he was told by the Town Administrator to get everyone to show up for work and get productivity out of them. He said that he was there for three contracts. He said that the first one the staff had all the power. The second they had more management staff. He said that third one he did a draft contract and he could get a lot done. He said that they started at the beginning. He said that they took out vacations and sick leave. They had to keep the holidays and jury duty. He said that all these items that were taken away were now changed so you must earn leave time. He said that if you did not use all your time, the Town would buy back up to two weeks. He said that this program that they designed is to make the employees come to work. Mr. Keane said that any staff member was subject to a drug test. He said that it did not matter who it was from the Director to the secretary was tested. He said that it worked well. He also spoke about snow plowing. He said that they contracted out the plowing. First he would call in all the staff then the next call was to the contractors who brought in all their trucks. He said that they had supervisors out on the road making sure that the roads were being plowed. He said that he had to make only one call to a contractor and then he would call in all his own drivers. He said that he did the same thing with the cutting of the cemeteries. He hired a private contractor to do all the cutting and trimming that was his staff could do what they had to do.

The Franklin DPW Director asked how would you put customer service to the test? He said that he has always worked well with the Fire, Police Departments, Town Administrator and the Selectmen. He said that we are all in the same boat. He each department has to work together.

Mr. Conley said that the Water billing office is in the Town Hall, the Highway is on Arch Street and the Water staff is at the Foundry. How are you going to get everyone together? Mr. Keane said that this is inefficient. He said from the customer to the staff they should all be under one roof. He said that if someone comes in for a permit, they may have to go to several different locations. That is why all the Departments need to be together under one roof.

Mr. Conley said that WhiteWater is in Town for the short term helping with the water. If you got the position what would you do with WhiteWater? He said first he would look at all the bills that have been paid and then look at their contract. He would want to make sure that they did everything that they said that they were going to do in the contract and if not they would not get paid.

Mr. Keane thanked the Board for their time and consideration.

**AT 4:36 P.M., MR. LEARY MOVED TO ADJOURN. THE MOTION WAS SECONDED BY MR. MARSDEN. ALL IN FAVOR.**

Selectmen's Meeting Minutes DPW interview

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July 23, 2014

Respectfully submitted,

Donna A. Muzzy

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