

Selectmen's Meeting  
Tuesday, September 12, 2006  
Ayer Town Hall, 1<sup>st</sup> Floor Meeting Room, Main Street, Ayer, MA  
**FIRE CHIEF INTERVIEWS**

7:00p.m. Open Session

Present

Frank F. Maxant, Chairman	X
Pauline Conley, Vice-Chair	X
Carolyn McCreary, Clerk	X
Gary J. Luca, Member	X
Cornelius F. Sullivan, Member	X
Shaun Suhoski, Town Administrator	X
Janet Lewis, Secretary	X

Chairman Maxant opened the meeting by stating the Board is meeting this evening for the purpose of interviewing the five finalists for the Fire Chief's position that have been presented to the Board of Selectmen by the Screening Committee. Chairman Maxant advising to two (2) of the five (5) finalists for the Fire Chief's position will be interviewed this evening and the board will continue the interviews Wednesday, 9-13-06, and Friday, 9-15-06. Chairman Maxant advised to each candidate will have opportunity to present their 90 day transition matrix/ overview should they become Chief. Following this presentation the Board of Selectmen will conduct a question and answer session with each of the candidates time allowing each Selectman approximately six minutes. Chairman Maxant read a prepared statement into the record re guidelines.

APAC re-arranged cable equipment to accommodate and record digital presentation by finalists.

The Board met with Robert Pedrazzi, Town of Ayer resident and Captain with 29 years of service with the Ayer Fire Department-candidate for the Fire Chief's position. Mr. Pedrazzi stated he started with department 29 years ago worked himself up to where he is today. Mr. Pedrazzi stated he is a hard worker, honest, very organized- regimented , disciplined, good information processor/giver/strong ethics. Selectman Luca took this opportunity to congratulate Mr. Pedrazzi for making it this far in the Selection process. The Board echoed Selectman Luca's statement.

Mr. Pedrazzi ran through his 90 day transition plan with the Board outlining his plan for the Department should he become chief. Mr. Pedrazzi presented his assessment re Personnel, Budget, Training, EMS/ Call Firefighters, Ambulance Service, Operations. Mr. Pedrazzi's presentation finalized and the Chairman opened the floor to questions from Selectmen. Questions ranged from administration, operation, training, fire prevention, ambulance service/s, on-call volunteers, problem solving, stepping up to managerial position-strong points, areas where he may need support in, diversity of department & how to improve, recognition of employees, principal role to sub-ordinates, Performance reviews, community service outreach, current morale of call fire-fighters improvement. Current department consists of 12 full time fire-fighters and 18 call volunteers looking to update Rules & Regulations establish Performance Reviews re promotional incentives. Area he would seek support: budgeting and Grant Applications. Department support is available through Chief's Assoc., MA & Federal Agencies should problems come up he needed guidance/assistance with. The Board closed with what makes Bob Pedrazzi who he is. Mr. Pedrazzi stated he is a dedicated employee, doesn't shirk responsibilities, good listener, only uses sick day when sick, began with the Fire Dept in 1985, knows how the department works, department big part of his life- father retired Ayer fire-fighter, grandfather Mr. Pedrazzi stated he worked under three Chiefs and would like to expand upon, wants only for the department to move forward.

The Board took this opportunity to ask Mr. Pedrazzi if he had questions for the Board. Mr. Pedrazzi questioned time line. The Board alluded to final interviews necessary and hopefully winding up by the time Interim Fire

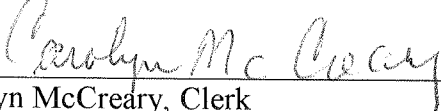
Chief's contract ends. Mr. Pedrazzi suggesting need to hire a temporary chief during Interim Fire Chief's employment. The Board thanked Mr. Pedrazzi for stepping up to challenge and wished him well.

8:15P.M. The Board met with Charles Cloutier of Charlton, MA career firefighter with the Charlton Fire Dept. Mr. Cloutier's presented the Board with his blueprint for a smooth transition to the position of Fire Chief to accompany his digital presentation. Mr. Cloutier read letters of introduction and recommendations from Charlton officials into the record. Mr. Cloutier congratulated the Board on process and thanked the Board for allowing him this 2<sup>nd</sup> interview. Mr. Cloutier ran through key areas of focus, long/short goals and objectives. Mr. Cloutier gave a brief overview of his research of department's history having spoken with District #6 officials.

Digital presentation ran through personnel management style, budget preparation/process, training of full-time/call-volunteers/EMS, Fire prevention mythology and department operations. Personnel: initial meeting, promoting positive change, history, and strategic planning being the foundation. Mr. Cloutier presented his theory re Value System Management promoting consistency –rules and consequences, proactive community involvement. Budget process calendar reviewed depicting start of new budget, imitating purchasing, budget input from department staff, identifying preliminary goals of department, prioritizing value requests and final preparation of budget submission which would increase revenue, streamline costs, and cycle planning. Training would focus on identifying needs and mandates, development of TEAM approach to include state of the art training, pride and accountability and being committed to excellence. Training to be defined EMS-state mandated and OEMS continued education- utilizing newest equipment & technology QA & QI programs, new area of discussion regarding inter-facility transfers (hospital to home, hospital to rehab facility, public vs. private service), billings /collection operations and stepped up paramedic level of service. FIRE Related: MFA programs and district delivery. Mr. Cloutier advised to his running the SAFE Program in Charlton serving schools, elders, community. Safety Code compliance training re businesses and inspection process. Training in Hazmat, Citizens Fire Academy and CERT (Community Emergency Response Team) Operations SOG's updated to reduce liability, employee uncertainty and consistency within the department. Mr. Cloutier feeling Railroad impact to Ayer is good focus re MOC training in event of disaster, water, shelter, chemical emergencies planning measures critiqued. Mr. Cloutier summarized his presentation with his strongest attributes being his command presence, he is a progressive, approachable, honest and sincere individual. The Board conducted a question & answer session with Mr. Cloutier focusing on his community service in Charlton on School Committee, runs community programs for schools/elders promoting community awareness. Diversity of Town of Ayer vs. Town of Charlton. Recognition of performers, morale of department, strengths: committed, hard worker, good follow-up, strong supporter of VALUE system, open to new ideas, strong supporter of promotional policy: Weaknesses requiring support: budgeting/Grant Applications. The Board thanked Mr. Cloutier for his interest in the position and meeting with the Board this evening. Chairman Maxant requested if Mr. Cloutier had questions of them. Mr. Cloutier requested time line of appointment. The Board acknowledged other interviews in process and final interviews probable. This ended interview.

The Board reviewed and confirmed upcoming September meetings/dates. 9-21-06 @ 7p.m. DDEB-Town Hall. 9-19-06 @ 8p.m. Executive Session-Personnel and 9-20-06 Tri-Board Meeting @ 7:30p.m. at Town Hall.

9:30p.m. Selectman Sullivan moved to adjourn the meeting, 2<sup>nd</sup> by Selectmen McCreary, VOTE: unanimous, so moved.

  
Carolyn McCreary, Clerk

DATE: \_\_\_\_\_