



Board of Selectmen
Town Hall Hearing Room
January 24, 2011

The meeting was called to order at 4:00p.m. by Selectmen Erik Tolley. Selectmen present: Suzanne McAuliffe, Bud Groskopf, Tracy Post and Curt Sears. Also Attending: Acting Town Administrator Peter K. Johnson-Staub. The Board of Selectmen gave the pledge of allegiance.

Town Administrator Interviews

Chairman Tolley briefly reviewed the interview process for the evening.

Candidate Keith Bergman

- *Question #1: What attracts you to Yarmouth and why do you feel you would be a good fit for our community? What do you see as the Town's greatest asset? What do you see as the Town's greatest challenge? Mr. Bergman's response: He gave a brief description of his background and reasoning as to why he would be a great fit for the community. He felt that Wastewater is a key issue and the biggest challenge is the Regional School finance issues.*
- *Question #2: Describe your approach to managing staff. What practices have you put in place to ensure accountability? What practices have you put in place to strengthen the management team? Mr. Bergman's response: Performance appraisal systems were implemented. His management team is very strong in Littleton due to well qualified department heads and cooperation resulting in abilities to deliver services successfully. Ms. Post asked about a DOR report during his tenure in Provincetown. Mr. Bergman stated that his main disappointment in the report failed to review the structural deficit of a town run nursing home. That was solved by selling the nursing home to the New England Deaconess Association.*
- *Question #3: The Town is about to seek funding for the largest capital project it has ever undertaken – construction of a sewer system with an estimated cost of \$277 million over a 25 year period. Describe your experience managing large capital projects. Can you offer any lessons learned or potential pitfalls based upon your experience? Mr. Bergman's response: He has accomplished many capital projects including finding \$14 million dollar in State grants for a \$18 million dollar reconstruction of the Town's Macmillan pier and the Wastewater project. A lesson learned with the sewer was do not put in a vacuum system. Mr. Sears asked if the sewer installment was based on Economic development or conservation preservation. Mr. Bergman stated that it was mainly based on economics however tourists travel to Provincetown not only because of the Town but for the natural beauty and it all ties in together.*
- *Question #4: Describe your approach to working with your Board of Selectmen or City Council. How do you communicate with the elected officials? Do you have any particular strategies or guidelines for promoting the effectiveness of the elected board? Mr. Bergman's response: It is important to communicate through technology these days. It is the fastest way to get information to those who need it, whether it be through email, television, blogs, newspapers, etc. Mr. Tolley asked if Mr. Bergman would implement a blog style communicator in Yarmouth which Mr. Bergman stated he would since it provides timely information to all.*
- *Question #5: What has been the most difficult situation you faced in your professional career? How did you handle the situation? Mr. Bergman's response: back in the early 1990's Provincetown was dealing with hate motivated violence. At a Selectmen's meeting there was a motion to adopt a resolution condemning hate crimes which did not pass. The following week there were over 200 people in attendance at the Board of Selectmen*

meeting creating the “Shame Rally” that lead to even more protests, marches and rallies in the community. The political leadership was challenged by what was happening and he was able to find a way to address the issue by creating a community wide oriented police force. Within 5 years the hate crime rate went from 25/year to 0/year.

- Question #6: Describe your experience with labor relations, collective bargaining and arbitration. What strategies have you found to be effective or ineffective? Can you identify one or two particular successes that you had with union negotiations? What was good about the outcome? How did you achieve it? Mr. Bergman’s response: In Littleton, a contract study group was established which consisted of representatives from the School Committee, Finance Committee, Administration and Board of Selectmen to see where union contracts were similar and different and how to achieve a 1% increase across the board. It was through mutual effort of information sharing that the 1% increase was achieved. Mr. Tolley asked if Mr. Bergman was aware of the ongoing struggles within the DY Regional School and Towns. Mr. Bergman stated that he had talked to Dennis Selectmen to get their take on the situation. He had experience with the National Seashore on unique regional efforts and compromises.
- Question #7: What do you feel are the most important qualities or skill sets that the next Town Administrator needs to address the challenges Yarmouth faces in the future? Mr. Bergman’s response: Problem solver. There are unique problems in Yarmouth and a person able to look at things outside of the box to be able to cover the broad spectrum of challenges would be a must quality the new Town Administrator should possess. The DY regional school issue involves more people than the people in the room this evening and in order to figure out the solution involves the entire group to earn each other’s respect and trust.

Chairman Tolley briefly reviewed the interview process for the evening.

Candidate Richard Brown

- Question #1: What attracts you to Yarmouth and why do you feel you would be a good fit for our community? What do you see as the Town’s greatest asset? What do you see as the Town’s greatest challenge? Mr. Brown’s response: He gave a brief reason as to why he was interested in applying for the position. Both strengths and challenges of the community and area are finances, competition, infrastructure, natural resources and education. Mr. Tolley asked if Mr. Brown was familiar with a Regional School district. Mr. Brown stated that his experience was with a single school system however the future of education is regionalization of the services due to the drops in enrollment and increase in costs.
- Question #2: Describe your approach to managing staff. What practices have you put in place to ensure accountability? What practices have you put in place to strengthen the management team? Mr. Brown’s response: His success as a manager has depended on the people who have supported him. He uses performance measurements to account and assess the quality of work of the team.
- Question #3: The Town is about to seek funding for the largest capital project it has ever undertaken – construction of a sewer system with an estimated cost of \$277 million over a 25 year period. Describe your experience managing large capital projects. Can you offer any lessons learned or potential pitfalls based upon your experience? Mr. Brown’s response: a DEP mandated improvement of nitrogen in the Septage plant within a 2 year period and a dramatic impact on the tax payers. A RFP for a design-build-operate system was awarded that saved estimated 9-10 million dollars and will be finished on time. Ms. McAuliffe asked about an eminent domain suit in New London, which Mr. Brown elaborated on the specifics of that case.
- Question #4: Describe your approach to working with your Board of Selectmen or City Council. How do you communicate with the elected officials? Do you have any particular strategies or guidelines for promoting the effectiveness of the elected board? Mr. Brown’s response: He generates a report every week to keep communication open with the staff and

the Selectmen. He had managed a small Town of approx. 2,600 and understands the practices and needs of the more personal management styles that come with a small town.

- Question #5: What has been the most difficult situation you faced in your professional career? How did you handle the situation? Mr. Brown's response: When newly appointed in Petersburg Virginia there were reports that one of the elected officials who was a minister in one of the largest churches in Town, had been having sexual relations with minor females. There was an investigation, referred to the State Police and then handed to the Attorney General's office that declined the case due to their interpretation of lack of merit and prohibited the local government to continue the investigation. Mr. Brown decided to pursue the investigation which resulted in the official being sentenced to 120 years in prison.
- Question #6: Describe your experience with labor relations, collective bargaining and arbitration. What strategies have you found to be effective or ineffective? Can you identify one or two particular successes that you had with union negotiations? What was good about the outcome? How did you achieve it? Mr. Brown's response: He deals with five collective bargaining units currently. He has had failure in negotiating but the essential issues were, on a whole, successes. Examples ranged from pension, health insurance to salary percentage agreements. Mr. Tolley asked specifics regarding Fire Contract bargaining. Mr. Brown elaborated on ways which he has reduced costs to the community while keeping services at level.
- Question #7: What do you feel are the most important qualities or skill sets that the next Town Administrator needs to address the challenges Yarmouth faces in the future? Mr. Brown's response: Technically competent, able to handle a number of pressing financial issues, able to set the tone within the workplace and keeping the employees engaged. He had not worked with a regional school system but has experience working with other regional services.

Candidate William Hinchey

- Question #1: What attracts you to Yarmouth and why do you feel you would be a good fit for our community? What do you see as the Town's greatest asset? What do you see as the Town's greatest challenge? Mr. Hinchey's response: Yarmouth is a repetition of being well run and providing good services to its citizens. Any manager would be attracted that. Any town in the Commonwealth has challenging hardships ahead but mainly the key issues are providing and maintaining services while keeping with the limits of Proposition 2 ½. Funding the DY School System has been a challenge since its formation and remains such. Maintaining abilities to generate revenue while balancing growth and environmental concerns.
- Question #2: Describe your approach to managing staff. What practices have you put in place to ensure accountability? What practices have you put in place to strengthen the management team? Mr. Hinchey's response: Surrounding himself with talented and experienced personnel allows him to coordinate and enable their qualities. Very few organizations are required to provide such a wide range of services. Opportunities for communication and encouraging those opportunities will be a key component in strengthen the staff team.
- Question #3: The Town is about to seek funding for the largest capital project it has ever undertaken – construction of a sewer system with an estimated cost of \$277 million over a 25 year period. Describe your experience managing large capital projects. Can you offer any lessons learned or potential pitfalls based upon your experience? Mr. Hinchey's response: In the Town of Chatham, the largest and most successful capital project on the Cape. Successes include open communication to the community through hearings and getting the project approved.
- Question #4: Describe your approach to working with your Board of Selectmen or City Council. How do you communicate with the elected officials? Do you have any particular strategies or guidelines for promoting the effectiveness of the elected board? Mr. Hinchey's

response: Communication between the Board of Selectmen and the Town Administrator is key is sustaining a productive relationship. Scheduling weekly meetings with the chair to discuss objectives and goals for the day, week, month and year allows continued success. The readily available means of today's communication options is a positive opportunity which the town can take advantage of.

- Question #5: What has been the most difficult situation you faced in your professional career? How did you handle the situation? Mr. Hinchey's response: The most difficult situation he has had to deal with is occurring currently in the Town of Chatham. Level of communication could have improved the situation but could not have avoided the issues.
- Question #6: Describe your experience with labor relations, collective bargaining and arbitration. What strategies have you found to be effective or ineffective? Can you identify one or two particular successes that you had with union negotiations? What was good about the outcome? How did you achieve it? Mr. Hinchey's response: He enjoys being active in labor negotiations and reviewed some of the positive outcomes of his negotiation experiences.
- Question #7: What do you feel are the most important qualities or skill sets that the next Town Administrator needs to address the challenges Yarmouth faces in the future? Mr. Hinchey's response: He is aware of Bob Lawton's talents and successes which the majority of Bob's qualities would need to be duplicated by whomever the Board chooses as the successor. Someone who is skilled, experience, candid, passionate about their job, open with the public, be a leader with the staff are all important characteristics of the next Town Administrator.

The Board discussed the itinerary for the following two days and a possible executive session for Wednesday January 26th after a candidate is selected.

Adjourn

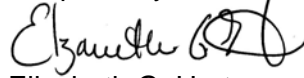
MOTION: To move that the Board of Selectmen adjourn the meeting at 6:51pm

Motion by: Curt Sears

Seconded by: Suzanne McAuliffe

Yea 5 Nay 0

Respectfully submitted,



Elizabeth G. Hartsgrove