



**Board of Selectmen**  
**Town Hall Hearing Room**  
**January 26, 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. The Board of Selectmen gave the pledge of allegiance.

## **Town Administrator Interviews**

*Chairman Tolley briefly reviewed the interview process for the evening.*

### **Candidate William Hinchey**

- *Question #1: Yarmouth prides itself on delivering quality services with a modest tax impact – only 12% of all cities and towns in Massachusetts have a lower average tax bill. Like most municipalities across the country, we are finding it increasingly difficult to maintain services without tax increases. How would you guide the Board and the community in making difficult choices with regard to budget reductions? Mr. Hinchey's response: He has had the opportunity at the start of his career to work within the restrictions of Proposition 2 ½. The BOS goals need to be prioritized in order to achieve more with less.*
- *Question #2: Coordination and communication with other Town offices and agencies is an important role for the Town Manager. Describe how you communicate and work with other officials and agencies such as the School department; department heads, the Finance Committee, the Board of Selectmen, employees, union officials. Mr. Hinchey's response: A definite scheduling of meetings and being available is a key aspect of sustaining communication opportunities. Using each other as a resource goes both ways and delegation through staff allows productive communication with other agencies.*
- *Question #3: What experience do you have with economic development? Describe for us the most important planning initiative that you participated in over the course of your career? What was your role in the planning process? Can you describe any keys to success? Mr. Hinchey's response: An ongoing project currently in Chatham is the Wastewater project. Implementation needs coordination in opportunities in growth and planning.*
- *Question #4: Consider the following situation, which may occur from time to time. Your elected Board, at a public meeting, appears anxious and ready to vote on an important policy decision that you firmly believe would be detrimental to the Town. The issue had not been discussed previously and therefore is a new issue. What would you do and how would you do it? Mr. Hinchey's response: It is hugely uncommon for a Board to make a policy decision without a recommendation from staff however if that was the case he would deal with it after the fact. There are not too many actions that cannot be undone.*
- *Question #5: Describe how you would keep citizens well informed about governmental matters and conversely how you would make sure citizens' views and concerns were properly addressed. Town. Mr. Hinchey's response: Methods of citizen feedback have been streamlined and become more readily available in recent years allowing quicker response time. Being available in the community is key and using electronic opportunities allows the Town to be more effective.*
- *Question #6: What core values to you rely on when facing difficult professional decisions on the job? Please give an example or two. Mr. Hinchey's response: His core values have been assured for all of his life. There are some cases when you are challenged by your code of conduct or ethical beliefs and that has happened to him in the past and more recently where there has been a directive and you can't bring yourself to do it. Fortunately that line isn't drawn too often but when it is you must sustain your decorum to make sure your professional reputation in intact.*

- Question #7: Do you have any observations or closing remarks you would like to share with this Board? Mr. Hinchey's response: He would like to commend the Board for the process of their selection of their Town Administrator. It is obvious that they have given it a tremendous amount of thought with not just them but with the Search Committee. The process has allowed him to see things much more clearly than he had known about the Town of Yarmouth; not just in the questions based from the Board but also from the Staff and the business community members he has had an opportunity to meet with which crystalized and reinforced comments made by the Board and staff as far priorities.

Chairman Tolley briefly reviewed the interview process for the evening.

### **Candidate Richard Brown**

- Question #1: Yarmouth prides itself on delivering quality services with a modest tax impact – only 12% of all cities and towns in Massachusetts have a lower average tax bill. Like most municipalities across the country, we are finding it increasingly difficult to maintain services without tax increases. How would you guide the Board and the community in making difficult choices with regard to budget reductions? Mr. Brown's response: He prides himself for being fiscally conservative. During his time in Petersburg VA and New London CT taxes were not increased and in some cases decreased. Mr. Brown stated that in Rhode Island there is a law prohibiting tax increases over 3 ½ %, therefore has experience in overrides and limitations.
- Question #2: Coordination and communication with other Town offices and agencies is an important role for the Town Manager. Describe how you communicate and work with other officials and agencies such as the School department; department heads, the Finance Committee, the Board of Selectmen, employees, union officials. Mr. Brown's response: Staff meetings are every two weeks which the Selectmen's agenda is reviewed to allow feedback and complete feedback. His experience with school departments has been relatively good with the exception when there is competition for money and that is when communication broke down.
- Question #3: What experience do you have with economic development? Describe for us the most important planning initiative that you participated in over the course of your career? What was your role in the planning process? Can you describe any keys to success? Mr. Brown's response: The biggest success was the development plan, acquisition of property and public improvements of the Pfizer Global research facility in New London. He had a direct role in securing funding for this and other large projects.
- Question #4: Consider the following situation, which may occur from time to time. Your elected Board, at a public meeting, appears anxious and ready to vote on an important policy decision that you firmly believe would be detrimental to the Town. The issue had not been discussed previously and therefore is a new issue. What would you do and how would you do it? Mr. Brown's response: If that time ever did occur, he would ask the Board to enter into a recess and talk privately with the Chair to discuss the consequences, and/or ask that a vote be postponed till a later meeting.
- Question #5: Describe how you would keep citizens well informed about governmental matters and conversely how you would make sure citizens' views and concerns were properly addressed. Town. Mr. Brown's response: His office is generally open so people can come in and discuss issues with him. The Town's website is a wonderful tool to spread information and keep government open and transparent. He is very comfortable with technology.
- Question #6: What core values to you rely on when facing difficult professional decisions on the job? Please give an example or two. Mr. Brown's response: There is an inherent need to tell the truth and do things on an ethical basis.
- Question #7: Do you have any observations or closing remarks you would like to share with this Board? Mr. Brown's response: The process the past three days has been so welcoming and invested into making the right choice for the next Town Administrator.

Chairman Tolley briefly reviewed the interview process for the evening.

### **Candidate Keith Bergman**

- *Question #1: Yarmouth prides itself on delivering quality services with a modest tax impact – only 12% of all cities and towns in Massachusetts have a lower average tax bill. Like most municipalities across the country, we are finding it increasingly difficult to maintain services without tax increases. How would you guide the Board and the community in making difficult choices with regard to budget reductions? Mr. Bergman's response: For the long term economic health of the community and tax burden on the residents there should be a commitment of economic development so you can see additional taxing abilities. It is a critical piece of the future of the community so that the citizens are not held hostage with paying the bill.*
- *Question #2: Coordination and communication with other Town offices and agencies is an important role for the Town Manager. Describe how you communicate and work with other officials and agencies such as the School department; department heads, the Finance Committee, the Board of Selectmen, employees, union officials. Mr. Bergman's response: An open door policy is the beginning point of communication so that any of the groups mentioned can feel comfortable in keeping the flow of communication fluent and trust maintained. Finding ways to achieve mutual cooperation and goals between Dennis and Yarmouth on a general basis will enhance and promote a more positive collaboration for the school in the long run. Technology is a very effective means to promote communication to all citizens that he is extremely comfortable with and enjoys.*
- *Question #3: What experience do you have with economic development? Describe for us the most important planning initiative that you participated in over the course of your career? What was your role in the planning process? Can you describe any keys to success? Mr. Bergman's response: Economic Development consists in community character. The Littleton overlay common area project was a massive project which had many facets in planning, bringing in IBM and Cisco and promoting community development goals.*
- *Question #4: Consider the following situation, which may occur from time to time. Your elected Board, at a public meeting, appears anxious and ready to vote on an important policy decision that you firmly believe would be detrimental to the Town. The issue had not been discussed previously and therefore is a new issue. What would you do and how would you do it? Mr. Bergman's response: in a most respectful way he would tell the board at that time what the decision will entail since advising the board was part of the Town Administrator's job description.*
- *Question #5: Describe how you would keep citizens well informed about governmental matters and conversely how you would make sure citizens' views and concerns were properly addressed. Town. Mr. Bergman's response: It is the Town employee's obligation to address a citizens' complaint. Allowing the citizen aware of the process in how a decision was made on the complaint is a key element, important in treating people fairly and holding staff accountable.*
- *Question #6: What core values to you rely on when facing difficult professional decisions on the job? Please give an example or two. Mr. Bergman's response: Service is his core value which is very personal to him. His career in public service was never revolved around the finances but rather the value of enhancing and improve a person's life.*
- *Question #7: Do you have any observations or closing remarks you would like to share with this Board? Mr. Bergman's response: the opportunity the Town gave each of the candidates the past few days was overwhelming. It's motivating to see all the pieces in encouraging economic development potential here in Yarmouth.*

Chairman Tolley briefly reviewed the interview process for the evening.

### **Candidate Larry Deetjan**

#### **1<sup>st</sup> Round of Interview Questions**

- *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. Deetjan's response: He thanked the Board for considering him for the position, meeting with staff and being given a chance to see the community. He feels what most attracted him to Yarmouth was the water front orientation of the community fit well with his track record of performance in such communities. Smart and Balanced growth which protects the natural resources but not placing the burden on the tax payers.

- 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. Deetjan's response: His approach is an open door policy which is encouraged. A staff meeting would be held twice a month immediately after each Selectmen's meeting to discuss actions and required tasks.
- 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. Deetjan's response: gave examples of large scale projects he was involved with including a marina.
- 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. Deetjan's response: He is connected to his board with blackberries and every Friday he provides bullet points to the Board on issues from the week which is ongoing. He is very active in the budgeting process.
- Question #5: What has been the most difficult situation you faced in your professional career? How did you handle the situation? Mr. Deetjan's response: the most difficult areas are usually with personnel. Everyone wants to be friends but when discipline needs to be made it must be done and it's a difficult situation to be placed.
- 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. Deetjan's response: Finding innovative ways to increase productivity index measures.
- 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. Deetjan's response: He asked each of the department heads that question and a wide range of answers was mentioned. All department heads recognized the difficult financial situation the Town was in but mostly the staff was looking for a leader who had an open door policy and could assist in moving forward.

## **2<sup>nd</sup> Round of Interview Questions**

- Question #1: Yarmouth prides itself on delivering quality services with a modest tax impact – only 12% of all cities and towns in Massachusetts have a lower average tax bill. Like most municipalities across the country, we are finding it increasingly difficult to maintain services without tax increases. How would you guide the Board and the community in making difficult choices with regard to budget reductions? Mr. Deetjan's response: Tax limitation laws are in place in Florida. He is committed in providing services within the limitations and looks at areas which could be adjusted yet improved at the same time. Bringing himself up to speed with new state laws is one of his greater strengths.
- Question #: Coordination and communication with other Town offices and agencies is an important role for the Town Manager. Describe how you communicate and work with other officials and agencies such as the School department; department heads, the Finance Committee, the Board of Selectmen, employees, union officials. Mr. Deetjan's response: he is accustomed to sharing resources with other communities; in Florida it is mandated. He gave a few examples of coordination and communication currently within his departments.
- Question #3: What experience do you have with economic development? Describe for us the most important planning initiative that you participated in over the course of your career? What was your role in the planning process? Can you describe any keys to success? Mr.

Deetjan's response: He named many public improvement projects which he was manager of.

- Question #4: Consider the following situation, which may occur from time to time. Your elected Board, at a public meeting, appears anxious and ready to vote on an important policy decision that you firmly believe would be detrimental to the Town. The issue had not been discussed previously and therefore is a new issue. What would you do and how would you do it? Mr. Deetjan's response: anything on the agenda would be public knowledge and he would discuss each item with the Chair of the Board prior to the meeting. However, if something occurred at a public meeting which he was fully against would address it as respectfully as possible.
- Question #5: Describe how you would keep citizens well informed about governmental matters and conversely how you would make sure citizens' views and concerns were properly addressed. Town. Mr. Deetjan's response: Credit goes fully with the Board who is very technology receptive. He has a monthly eNewsletter which information is posted, along with a Town cable channel.
- Question #6: What core values to you rely on when facing difficult professional decisions on the job? Please give an example or two. Mr. Deetjan's response: Doing what is right and fair. Honesty is of the utmost importance.
- Question #7: Do you have any observations or closing remarks you would like to share with this Board? Mr. Deetjan's response: he thanked the board for their time and appreciated the efforts everyone had made to make him feel welcome.

## Discussion of Appointment

Ms. McAuliffe thanked Tom Groux and the Search Committee for all their work towards finding 4 fully qualified applicants. She also thanked Peter Johnson-Staub and Chairman Tolley. She said that her top choice would be William Hinchey who is very current in Wastewater issues, strong financial background and has history working with the Town of Yarmouth.

Mr. Groskopf agreed that Mr. Hinchey would fit with Yarmouth currently but if the Board would like to shake things up the Board should pick Mr. Deetjan.

Ms. Post is very comfortable in supporting Mr. Hinchey 100%.

Mr. Sears agreed with Mr. Groskopf with the different styles Mr. Hinchey and Mr. Deetjan had and the board has to decide what direction the Administration should go.

Mr. Tolley reviewed each candidate's strengths but Mr. Hinchey had the best balance of all categories.

**MOTION:** To move that the Board of Selectmen appoint William Hinchey subject to a background check, as Town of Yarmouth Town Administrator.

**Motion by:** Bud Groskopf                      **Seconded by:** Curt Sears                      Yea 5    Nay 0

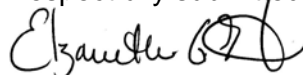
## Adjourn

**MOTION:** To move that the Board of Selectmen adjourn the meeting at 8:07pm, enter into Executive Session and not return to open session.

**Motion by:** Erik Tolley

**Roll call (Sears, Post, Groskopf, McAuliffe and Tolley – yea)**

Respectfully submitted,



Elizabeth G. Hartsgrove